WESTFORD

Massachusetts

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Annual Report

TOWN CALENDAR

Meeting notices are posted on the bulletin boards located just inside the front door on the first floor of Town Hall.

APPEALS, BOARD OF	As posted
ASSESSORS, BOARD OF	As posted
CAPITAL OUTLAY COMMITTEE	As posted
CEMETERY COMMISSION	3rd Tuesday of the month, 10:00 a.m.
CONSERVATION COMMISSION	2nd & 4th Wednesday of the month, 7:00 p.m.
COUNCIL ON AGING	1st Wednesday of the month, 10:00 a.m.
FAIR HOUSING COMMITTEE	As posted
FINANCE COMMITTEE	As posted
HEALTH, BOARD OF	2nd & 4th Monday of the month, 7:00 p.m.
HOUSING AUTHORITY	2nd Thursday of the month, 7:00 p.m. Elderly Housing Community Building
NASHOBA VALLEY TECHNICAL HIGH SCHOOL COMMITTEE	2nd Tuesday of the month, 7:30 p.m. School, Littleton Road, Westford
PERSONNEL BOARD	2nd & 4th Wednesday of the month, 7:30 p.m.
PLANNING BOARD	1st & 3rd Tuesday of the month, 7:00 p.m.
RECREATION COMMISSION	2nd & 4th Monday of the month, 7:30 p.m.
ROUDENBUSH COMMUNITY CENTER COMMITTEE	As posted Roudenbush Community Center
SCHOOL COMMITTEE	2nd & 4th Monday of the month, 7:30 p.m. Westford Academy
SELECTMEN, BOARD OF	Each Tuesday of the month, 7:30 p.m. J.V. Fletcher Library, Main Meeting Room
TRUSTEES, J.V. FLETCHER LIBRARY	1st & 3rd Tuesday of the month, 7:30 p.m.
WATER COMMISSIONERS	2nd & 4th Tuesday of the month, 7:30 p.m. Water Dept. Office, Forge Village Road
OTHER BOARDS, COMMITTEES	As posted

ANNUAL REPORTS

For the Year Ending December 31, 1988

ANNUAL TOWN ELECTION to be held Tuesday, May 2, 1989

ANNUAL TOWN MEETING to be held Saturday, May 6, 1989

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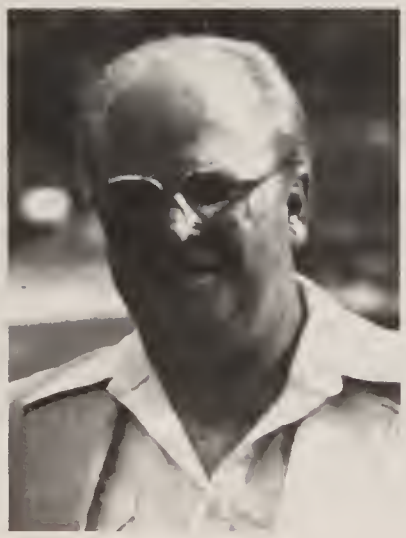


JOSEPH "PETE" DUNIGAN

ROBERT "BOB" DeFILIPPI

The 1988 Annual Town Report is dedicated to the memory of

JOSEPH "PETE" DUNIGAN and ROBERT "BOB" DeFILIPPI

In the past year two outstanding volunteers in Westford Recreation Sports have died; Joseph "Pete" Dunigan and Robert "Bob" DeFilippi. Both men were well known for their dedication to the youth of Westford over the past twenty years. They could always be counted on to volunteer and help in any way with their time and expertise. Westford has been most fortunate to have had the services of these two men.

Joseph "Pete" Dunigan was born and raised in Westford. He graduated from Westford Academy and served four years in the U.S. Army. He coached C.Y.O. baseball, Little League and Babe Ruth baseball for over twenty years. He served as Chairman of both the boys and girls Minor Leagues. He coached two divisions of softball teams and entered into three tournaments. He coached Senior (Babe Ruth) league and also umpired in the Senior League and for Little League Tournaments. He was active in soccer coaching for five years. He played in the Men's Softball League until a heart attack forced him to the sidelines where he did the scorekeeping. After his children were in High School, he could be seen following the teams and giving encouragement to all the teams; and was linesman at football games. Pete started the refreshment stand at Legion Field and managed it for four years.

Robert DeFilippi was born and raised in Springfield, MA, and graduated from Purdue University where he played soccer. "Bob" came to the Westford area in 1975. He organized Touch Football and helped organize Pop Warner Football and was its first coach. In the second year of Pop Warner, "Bob" led the team to the Wachusset League Championship. The Board of Selectmen proclaimed "Bob" DeFilippi Day to honor him with a reception at the Chelmsford Elks. He served on the Recreation Commission for several years and was Chairman and coached Senior League (Babe Ruth) baseball. He ran the umpire school for baseball and refereed in both basketball and soccer. He coached the Traveling All Stars in baseball. He was the voice announcing the Westford Academy football games for many years. "Bob" announced the basketball and wrestling meets for Westford Academy. The Police Scholarship Fund games against the New England Patriots were announced by "Bob".

A memorial fund is being established in their memory. Plaques will be dedicated at Legion Field for both "Pete" and "Bob" at the opening day of the 1989 Westford Youth Baseball season and permanently displayed at the Recreation Office. Additional funds will be placed in a Scholarship Fund to provide for needy youth of Westford to participate in Recreation Department sponsored activities. We feel that this will be a lasting tribute to "Pete" and "Bob" who enjoyed and encouraged youth sports in Westford.

Memorial Committee,

Mary Hill, Chairman
Kay Stiling
Sherrie Preston
Cathi Greco
Paul Murray
Jose Ramirez
Joanne Sheehan, Recreation Director

OFFICERS OF THE TOWN OF WESTFORD

BOARD OF ASSESSORS

Rod Young	Term expires May, 1991
Geraldine Healy-Coffin	Term expires May, 1989
Hal Schreiber, Chairman	Term expires May, 1990

CEMETERY COMMISSIONERS

Patrick J. McEnaney	Term expires May, 1990
Brian Vaughn, Chairman	Term expires May, 1991
Michael Durand	Term expires May, 1989

BOARD OF HEALTH

Charles Menzie	Term expires May, 1991
Robert LeGacy	Term expires May, 1989
Charles Colburn, M.D., Chairman	Term expires May, 1990
Charles S. Landino	Term expires May, 1990
Mark Mulligan	Term expires May, 1989

HOUSING AUTHORITY

Mary E. Smith	Term expires May, 1993
Robert Ferreira	Term expires May, 1990
William S. McKenna, Chairman	Term expires May, 1991
Richard P. McNeil	Term expires May, 1990

J.V. FLETCHER LIBRARY TRUSTEES

Mary Ann Finnegan	Term expires May, 1990
Susan Astle	Term expires May, 1991
Richard Joy	Term expires May, 1991
Nancy Russo, Chairman	Term expires May, 1989
Dorothy Swanson	Term expires May, 1989
Richard Kenyon	Term expires May, 1990

MODERATOR

William Kavanagh, Jr.	Term expires May, 1990

PLANNING BOARD

Leslie Thomas	Term expires May, 1989
Peter Fletcher, Chairman	Term expires May, 1993
William Harman	Term expires May, 1990
Joseph Guthrie	Term expires May, 1991
Thomas Mosscrop	Term expires May, 1992

SCHOOL COMMITTEE

George Murray	Term expires May, 1989
Harry Manuel	Term expires May, 1991
Madonna McKenzie	Term expires May, 1991
Cathy Lane	Term expires May, 1989
Gilbert Brown	Term expires May, 1990
Linnea Flint	Term expires May, 1990
Judith Culver, Chairman	Term expires May, 1991

BOARD OF SELECTMEN

Jerry G. Berkowitz, Chairman	Term expires May, 1990
Steven C. Boudreau, Vice-Chairman	Term expires May, 1990
Robert C. Herrmann, Chairman	Term expires May, 1991
Geoffrey D. Hall	Term expires May, 1989
David R. Earl	Term expires May, 1989

TOWN CLERK

Elaine McKenna	Term expires May, 1990

TREASURER-COLLECTOR

Paula Brule	Term expires May, 1989

TREE WARDEN

Kenneth Greeno	Term expires May, 1989

WATER COMMISSIONERS

Richard J. Barrett, Jr.	Term expires May, 1990
Hervey J. Cote, Chairman	Term expires May, 1991
Robert Hunt	Term expires May, 1989

The following Boards, Committees, Commissions, and Offices are appointed positions; most are appointed by the Board of Selectmen. The Moderator appoints the Finance Committee and the Tax Possession Sale Committee.

EXECUTIVE SECRETARY TO THE BOARD OF SELECTMEN
AFFIRMATIVE ACTION OFFICER

Robert J. Halpin

AGENT FOR BURIAL OF DECEASED SOLDIERS

James L. Healy, Sr.	Term expires June, 1991

BURIAL AGENT

Elaine McKenna	Term expires June, 1991

BOARD OF APPEALS

John Cadigan, Chairman	Term expires June, 1992
Roger Hall	Term expires June, 1993
Ronald H. Johnson	Term expires June, 1989
Robert Tierney	Term expires June, 1990
Willis E. Buckingham	Term expires June, 1991
Ellen D. Doucette, Alternate	Term expires June, 1989
Jay Enis, Alternate	Term expires June, 1989

BUILDING DEPARTMENT

Austin Fitzsimmons, Building Commissioner	Term expires June, 1989
Donald E. Kinney, Ass't. Bldg. Comm.	Term expires June, 1989
Robert Matley, Plumbing Inspector	Term expires June, 1989
Edward Grondine, Ass't. Plumbing Insp.	Term expires June, 1989
Chester Cook, Gas Inspector	Term expires June, 1989
Robert Matley, Ass't. Gas Inspector	Term expires June, 1989
Dennis P. Kane, Wire Inspector	Term expires June, 1989
Dennis P. Kane, Jr., Ass't. Wire Insp.	Term expires June, 1989
Robert Matley, Pump & Well Inspector	Term expires June, 1989

AFFORDABLE HOUSING COMMITTEE

Steve Boudreau	Term expires June, 1989
Nancy Curtis	Term expires June, 1989
Peter Fletcher	Term expires June, 1989
Geoff Hall	Term expires June, 1989
Thomas Mosscrop	Term expires June, 1989
Gail Sawosik	Term expires June, 1989
Phyllis Stewart, Chairman	Term expires June, 1989
Robert LeGacy	Term expires June, 1989
Tom Paul	Term expires June, 1989

CABLE TV COMMITTEE

Kenneth Dwyer	Term expires June, 1990
George Switzer, Co-Chairman	Term expires June, 1989
Hajo Koester, Co-Chairman	Term expires June, 1990
John Kavanagh	Term expires June, 1989
Don Bradanese	Term expires June, 1991
David Watson	Term expires June, 1989
William Ewers	Term expires June, 1991

CARETAKER, WHITNEY PLAYGROUND, TOWN COMMON, MONUMENTS

George Wyman	Term expires June, 1991

CIVIL DEFENSE DIRECTOR

Francis Mulligan	Term expires June, 1991

COMMUNITY TEAMWORK, INC. (Bd. of Directors)

Helena Crocker, Sel.'s Rep.	Term expires June, 1991

CONSERVATION COMMISSION

Patricia Loring, Chairman	Term expires June, 1989
William McClellan, Vice-Chairman	Term expires June, 1991
Tom Paul	Term expires June, 1989
Chester Cook	Term expires June, 1990
Louis Oliver	Term expires June, 1990
Richard S. Emmet	Term expires June, 1989
William W. Beck, Jr.	Term expires June, 1991

CONSTABLES

Walter McAvoy	Term expires June, 1991
William MacMillan	Term expires June, 1991

COUNCIL ON AGING

Helena Crocker	Term expires June, 1990
Veronica Sullivan	Term expires June, 1990
Cecilia Healy	Term expires June, 1989
Denis P. Watson	Term expires June, 1990
Mary Smith, Chairman	Term expires June, 1990

DATA PROCESSING COMMITTEE

John Newman	Term expires June, 1990
William Pude	Term expires June, 1990
Robert Halpin	Term expires June, 1990

DEVELOPMENT & INDUSTRIAL COMMISSION

John J. McLaughlin	Term expires June, 1989
Nicholas Basinas	Term expires June, 1990
Mark Scolnick, Co-Chairman	Term expires June, 1990
J. Frank Strauss, Co-Chairman	Term expires June, 1990
Paul Davies	Term expires June, 1989

DREW DEVELOPMENT TEAM

Bert Russo, Chairman	Term expires June, 1989
Pat Loring, Coordinator	Term expires June, 1989
David Earl	Term expires June, 1989
Bill Harman	Term expires June, 1989
Jack Wrobel	Term expires June, 1989
Ronald Sandholm	Term expires June, 1989
Richard Emmet, Alternate	Term expires June, 1989
Dini Healy-Coffin, Alternate	Term expires June, 1989
Harold Fletcher, Alternate	Term expires June, 1989
Denis Maguire, Alternate	Term expires June, 1989
Mary Morton, Alternate	Term expires June, 1989

DOG OFFICER

George Fletcher	Term expires June, 1989
Carlton Rooks, Assistant	Term expires June, 1989

FAIR HOUSING COMMITTEE

Geoffrey Hall	Term expires June, 1990
Peter Fletcher	Term expires June, 1990
Tom Mosscrop	Term expires June, 1990
Robert Halpin	Term expires June, 1990
Scott Ferson	Term expires June, 1990

FENCE VIEWER

Charles VanLandeghem	Term expires June, 1991

FIELD DRIVER

Arnold Wilder	Term expires June, 1991
Frank Vennard	Term expires June, 1991

FINANCE COMMITTEE

Janice Ackerman	Term expires Sept., 1989
John Mates, Chairman	Term expires Sept., 1989
Wally Bakke	Term expires Sept., 1990
Bobbi Giese	Term expires Sept., 1991
Mary Caless	Term expires Sept., 1991

FINANCE DIRECTOR

David Fraser	Term expires June, 1989

FIRE CHIEF

George Rogers, Chief	Term expires June, 1989

HAZARDOUS MATERIALS ADVISORY COMMITTEE

Mary Ellen Bakken	Term expires June, 1989
Claire Thompson	Term expires June, 1989
Juta Moter	Term expires June, 1989
Gregory Ciampa	Term expires June, 1989

HAZARDOUS WASTE COORDINATOR

Vacant	Term expires June, 1989

HIGHWAY SUPERINTENDENT

George Wyman	Term expires June, 1989

HISTORICAL COMMISSION

Lloyd G. Blanchard	Term expires June, 1990
Sally Benedict	Term expires June, 1990
Bernice Picking	Term expires June, 1989
Alex Belida	Term expires June, 1989
H. Arnold Wilder	Term expires June, 1990
Robert S. Jeffries, Chairman	Term expires June, 1990
Ruth McDonald	Term expires June, 1990

HYDROGEOLOGICAL AQUIFER STUDY COMMITTEE

Charles Menzie, Chairman	Term expires June, 1990
Ralph Shaver	Term expires June, 1990
Warren Palmer	Term expires June, 1990
Richard Emmet	Term expires June, 1990
Harold Fletcher	Term expires June, 1990

LAKE MANAGEMENT COMMITTEE

Andy Pauker	Term expires June, 1989
Harry Horn, Chairman	Term expires June, 1989
Richard Wilcinski	Term expires June, 1989
James Bergin	Term expires June, 1989
Russell Boucher	Term expires June, 1989
Lawrence Dean	Term expires June, 1989
Daniel Doherty	Term expires June, 1989
Lorraine Coyne	Term expires June, 1989
Brenda Lacombe	Term expires June, 1989
Bonnie Hepburn	Term expires June, 1989
Charles Menzie	Term expires June, 1989
Bob Dooley	Term expires June, 1989

LOCAL ARTS COUNCIL

Andrew Kusmin, Co-Chairman	Term expires June, 1989
Kathleen Healy	Term expires June, 1990
Caroline Fisher	Term expires June, 1989
Peggy Baranowski	Term expires June, 1990
Diane Earl, Co-Chairman	Term expires June, 1990
Geraldine Beck	Term expires June, 1990

LOWELL REGIONAL TRANSIT AUTHORITY

Sandra Savage	Term expires June, 1989

MEASURER OF WOOD & BARK

Ken Greeno	Term expires June, 1991

MIDDLESEX COUNTY ADVISORY COMMITTEE

David Earl, Selectmen's Rep.	Term expires June, 1989

SUPERINTENDENT, MOTH DEPARTMENT

Ken Greeno	Term expires June, 1989

NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT COMMITTEE

Charlotte Scott	Term expires April, 1989
Joseph Howells	Term expires April, 1990
Kevin Finnegan, Alternate	Term expires April, 1989

NORTHEAST SOLID WASTE COMMITTEE (NESWC)

Robert Halpin	Term expires June, 1989

REPRESENTATIVE TO N.M.A.C.

Robert Herrmann, Selectmen's Rep.	Term expires June, 1989
Steven Boudreau, Alternate	Term expires June, 1989
Peter Fletcher, Planning Board Rep.	Term expires June, 1989

PARKING CLERK

Elaine McKenna	Term expires June, 1989

PERSONNEL BOARD

Dorothy Hayes	Term expires June, 1991
Frank Aubuchon	Term expires June, 1990
Michael Gates	Term expires June, 1989
Russell Sullivan, Jr.	Term expires June, 1990
John E. Wrobel, Jr., Chairman	Term expires June, 1989

POLICE CHIEF

Joseph R. Connell	Term expires June, 1989

POLICE LIEUTENANT

Robert Welch	Term expires June, 1989

AUXILIARY POLICE OFFICER

Austin Fitzsimmons	Term expires June, 1989
William Luppold, Jr.	Term expires June, 1989
Michael Rochon	Term expires June, 1989
William Lyons	Term expires June, 1989
Christopher Doolin	Term expires June, 1989
Brian Daly	Term expires June, 1989
Kenneth Luppold	Term expires June, 1989
James Spinney	Term expires June, 1989
Scott Camilleri	Term expires June, 1989
Michael Croteau	Term expires June, 1989
John Janakos	Term expires June, 1989

TRAFFIC CONTROL OFFICERS

Michael Rochon	Term expires June, 1989
William Luppold, Jr.	Term expires June, 1989
William Cahill, Jr.	Term expires June, 1989
William Lyons	Term expires June, 1989
Christopher Doolin	Term expires June, 1989
James Spinney	Term expires June, 1989
Scott Camilleri	Term expires June, 1989
Michael Croteau	Term expires June, 1989
John Janakos	Term expires June, 1989
Michael Hazel	Term expires June, 1989

RECREATION COMMISSION

Larry Cormier	Term expires June, 1989
Russell Carlson	Term expires June, 1989
Dennis Peloquin	Term expires June, 1989
Larry Checchi	Term expires June, 1990
William Barnett	Term expires June, 1991
Judith Ramirez, Chairman	Term expires June, 1989
Tim Cox	Term expires June, 1990

RECREATION DIRECTOR

Joanne Sheehan

REGISTRARS OF VOTERS, REPUBLICAN

Wilbert Vaughn	Term expires March 31, 1991
Beverly Dearth	Term expires March 31, 1990

REGISTRAR OF VOTERS, DEMOCRAT

Carmine Tocci	Term expires March 31, 1989

REGISTRAR CLERK, EX OFFICIO

Elaine McKenna	Term expires June, 1990

ROUDENBUSH COMMUNITY CENTER COMMITTEE

John Viera	Term expires June, 1990
Sandra Collins	Term expires June, 1990
Marcia Cady Dana, Chariman	Term expires June, 1989
Ellen Harde	Term expires June, 1991
Emily Teller	Term expires June, 1989
Lee Thurston	Term expires June, 1990
Timothy Butler	Term expires June, 1991
John Mangan	Term expires June, 1989
Joy Hayes	Term expires June, 1991

SCHOOL BUILDING STUDY COMMITTEE

George Murray, School Committee rep.	Term expires June, 1990
Harry Manuel, School Committee rep.	Term expires June, 1990
Robert Herrmann, Selectmen's rep.	Term expires June, 1990
Robert Jefferies	Term expires June, 1990
Paul Davies	Term expires June, 1990
Paul Alphen	Term expires June, 1990
Ron Golay	Term expires June, 1990
Rody Palmer	Term expires June, 1990
Robert Smith	Term expires June, 1990
Paul Morse	Term expires June, 1990
Karl Fagans	Term expires June, 1990
Carla Loughlin	Term expires June, 1990

SEALER OF WEIGHTS AND MEASURES

George Fletcher	Term expires June, 1989

SEWAGE ADVISORY COMMITTEE

Robert Matley	Term expires June, 1990
Robert Jeffries	Term expires June, 1990
Roy Chaisson	Term expires June, 1990
Robert Rubin	Term expires June, 1990
Saverio DiLorenzo	Term expires June, 1990
Robert Ferreira	Term expires June, 1990
Dr. Charles Colburn	Term expires June, 1990
Jeff Rider	Term expires June, 1990
David Adams	Term expires June, 1990
Michael Pacella	Term expires June, 1990
Judith Culver	Term expires June, 1990
Richard Maliska	Term expires June, 1990
Timothy Woodward	Term expires June, 1990
Rebecca Warshawsky	Term expires June, 1990
Deems A. Buell	Term expires June, 1990

SIDEWALKS AND PATHWAYS STUDY COMMITTEE

Angela Mosscrop	Term expires June, 1989
Dorothy Natoli	Term expires June, 1989
Leonard Natoli	Term expires June, 1989
Barbara Thornley	Term expires June, 1989
Gloria Black, Chairman	Term expires June, 1989

SLIFER DEVELOPMENT TEAM

Bob Fagan, Chairman	Term expires June, 1989
Pat Loring, Coordinator	Term expires June, 1989
Robert Herrmann	Term expires June, 1989
Ronald Johnson	Term expires June, 1989
Mary Morton	Term expires June, 1989
Richard Emmet, Alternate	Term expires June, 1989
Dini Healy-Coffin, Alternate	Term expires June, 1989
Harold Fletcher, Alternate	Term expires June, 1989
Denis Maguire, Alternate	Term expires June, 1989

SOLID WASTE ADVISORY COMMITTEE

Robert Tierney	Term expires June, 1991
Roger LaChance	Term expires June, 1991
Stephen Young	Term expires June, 1991
Ellen Harde, Chairman	Term expires June, 1991
Tisa Jewell	Term expires June, 1991

TAX POSSESSION SALE COMMITTEE

Norman K. Nesmith	Term expires Sept., 1990
Justin McCarthy	Term expires Sept., 1991
William MacMillan	Term expires Sept., 1989

TOWN AIDE

Helena Crocker	Term expires June, 1989

TOWN BUILDING AND FACILITY COMMITTEE

Gil Brown	Term expires June, 1989
Dorothy Swanson	Term expires June, 1989
Robert Halpin	Term expires June, 1989
Richard Jordan	Term expires June, 1989
Steven Boudreau, Chairman	Term expires June, 1989
Joseph Roy	Term expires June, 1989

TOWN COUNSEL

John L. Connell, Jr.	Term expires June, 1989

TOWN MANAGEMENT STUDY COMMITTEE

Richard Walthers	Term expires June, 1990
Frank Jeray	Term expires June, 1990
Madonna McKenzie	Term expires June, 1990
Ellen Harde	Term expires June, 1990
Jerry Berkowitz	Term expires June, 1990
Fred Radcliffe	Term expires June, 1990
Rick Bahnick, Chairman	Term expires June, 1990
Samuel Frank	Term expires June, 1990

VETERAN'S AGENT

Helena Crocker	Term expires June, 1989

VETERAN'S SERVICES DIRECTOR

Jerry Berkowitz	Term expires June, 1990

VETERAN'S GRAVES OFFICER

James L. Healy, Sr.	Term expires June, 1991

WATER DEPARTMENT

Harold Fletcher, Supt.

WESTFORD POLICE DEPARTMENT ROSTER

CHIEF OF POLICE
Joseph R. Connell

LIEUTENANT
Robert M. Welch, Jr.

SERGEANTS
Edward A. Cossette
David W. Hogg
Terence J. Kane
Timothy L. Pomerleau
Edward P. Rochon
Joseph J. Roy

John Tzkiopoulos

PATROLMEN
John D. Caron
David S. Connell
Hervey P. Cote
William F. Duggan
George E. Higgins
Michael J. Jelly
Scott J. Mack
Thomas M. McEnaney
Joseph T. Murrray
Mary Ann O'Connell
Raymond V. Peachey
Michael C. Perron
Kevin F. Reese
Walter R. Shea
Kevin P. Sullivan
Stephen F. Timothy

Joseph A. Walker

CRIMINAL BUREAU
Sgt. Terence J. Kane
Patrick D. Haran
George W. MacGregor, Jr.
Michael J. Perciballi

INTERMITTENTS
Kevin T. Antonelli
John E. Auger
Richard J. Barrett, Jr.
Gregory E. Balzotti
Dawn M. Cassidy
Joseph R. Connell, Jr.
Christopher T. Doolin
Sandra A. LaCourse
Gary W. Long
Michael L. Lord
William G. Luppold
Stephen M. Mack
Victor F. Neal
Daniel J. O'Donnell
Michael A. Rochon
Scott A. Sauve
Joseph A. Shields
Steven C. Waldron

David M. Welch

AUXILIARY/TRAFFIC CONTROL OFFICERS
Barbara Buchanan
William L. Cahill
Scott J. Camilleri
Michael E. Croteau
Sheila M. Curley
Michael A. Hazel
John M. Janakos
William Lyons

TRAFFIC SUPERVISORS
Barbara Buchanan
Curley, Sheila
Ellen M. Gouveia
Mary E. Hill
Donna M. McCafferty
Lorraine A. Priest

Mona C. Strom

DOG OFFICER
George S. Fletcher

CONSTABLES
William MacMillan
Walter McAvoy

BOARD OF SELECTMEN

1988 ANNUAL REPORT

The Board of Selectmen is pleased to present its report for the calendar year ending December 31, 1988.

1988 saw significant progress in the work of the Town Management Study Committee in implementing earlier recommendations it had developed regarding the organization and management of the Town. The committee's work has long recognized the growing complexity of managing a complex organization with an annual operating budget approaching $23 million per year. The 1988 Annual Town Meeting accepted significant portions of the committee's recommendations regarding the reorganization of the Town's government to provide for appointment of a Town Manager as well as for the appointment of a variety of heretofor elected positions. The committee has always favored the retention of an open town meeting as the Town's legislative body. The committee has proceeded to develop legislation which would implement the proposed changes within the guidelines set forth by the 1988 Town Meeting and will present the specific legislation for adoption at the 1989 Annual Town Meeting.

In a similar vein the 1988 Annual Town Meeting amended the Town's financial affairs by-law to provide that the Board of Selectmen and the Executive Secretary develop and present the Annual Town Budget. The change reflected the usual practice of budget planning and development as a function of the chief executive while recognizing the need for continued review and oversight of recommended financial decisions by an independent Finance Committee which continues to present its own recommendations as an agent of Town Meeting, ie., the Town's legislative branch.

The long awaited engineering plans for the widening and signalization of Rt. 110 and Boston Rd. were completed in December 1988 - just in time to get caught up in the capital spending freeze associated with the state government's budget crisis. The Board has continued to aggresively lobby state officials for the earliest possible bid date for this $1.2 million project. Our most recent responses indicate that the project will in fact be advertised and bid in April 1989 with construction to begin during the summer.

The Board substantially completed reconstruction of the Broadway Bridge in Graniteville late in December, with final paving and completion of punch list by the contractor expected this spring. The project was undertaken with a $200,000 grant obtained from the Mass. Department of Public Works and a substantial amount of engineering funded by the Town. The project was not without its complications associated with the existence of a dam at the site which posed rather severe design and construction problems.

The Stonehenge Corporate Center north of Rt. 40, which at the start of the environment impact process consists of 4.1 million square feet of office space and a 350 room hotel and conference, is among the largest private developments ever proposed in Massachusetts and under the best of circumstances will have lasting impacts on the quality of life in Westford. Unfortunately, while much of Westford has been rezoned to reflect more contemporary community plans and preferences, this 650 acres is protected by a 1981 covenant which provides for more intensive densities and a more far reaching range of uses than would be

permitted, for instance, along Route 110. Therefor the Selectmen, together with the Planning Board, Conservation Commission and other Town officials, has been engaged in planning discussions with the developer to determine whether a mutually acceptable master plan and development agreement can be negotiated to restrict uses and lessen densities. Our earlier studies and analysis indicated that such a planned approach would yield a much better result for the Town than the unplanned parcel by parcel development under the current zoning.

During the summer of 1988 Town's efforts to properly cap and secure the former sanitary landfill on Cold Spring Road were successfully concluded. The $1.1 million dollar effort will now be closely monitored by the Town to assure that the threat of contamination to groundwater in the area has in fact been lessened. The Town has received preliminary notification of an award of $500,000 grant to offset a portion of this closure cost.

The Solid Waste Advisory Committee launched an extremely effective newspaper recycling effort in conjuction with a network of community groups and looks forward to expanding its recycling into other areas, including the potential for curbside collection of recyclables and the diversion of so-called white goods from our trash to energy plant. Lastly, our composting program, carried out in connection with Laughton's Nurseries on Lowell Rd., has been successful and the committee looks forward to expanding participation in the waste reduction effort.

The Selectmen appointed an Affordable Housing Committee which developed a unique public/private initiative to develop 32 affordable housing units on Groton Rd. Under the initiative, the Town used approximately 8 acres of tax title land and using a state grant entered into a partnership with a private developer to finance and construct the units. The developer receives an agreed upon return on his investment and the Town will recover the value of the land at the time the units are sold, absorbing the market risk along the way. Westford's efforts clearly support a dramatic need for such affordable housing both within our own community and through much of the state.

Another creative mechanism for furthering our open space acquisition objectives was developed and tested by the so-called Drew and Slifer Parcels Development Committees. In the case of the Slifer parcel on Keyes Pond, a $1 million bond was used to purchase the tract, whereupon the committee subdivided the existing residence and a sufficient number of lots to offset the repayment of the bond. The subdivision of the parcel maximized the amount of open space retained in the public domain. The Drew Parcel Committee purchased a small tract but continues to negotitate for a fair price on the larger parcels. This approach recognizes the value of preserving open space at a time when our financial resources for doing so remain resticted.

Board of Selectmen

Jerry Berkowitz
Steven Boudreau
Robert Herrmann
David Earl
Geoff Hall

REPORT OF THE BOARD OF REGISTRARS

The Board of Registrars conducted the Annual Listing which resulted in the printing of Street List Books, Precinct Lists of Registered Voters, Dog Owners Lists, Alphabetical List of Residents, and the Jury Selection List for Westford Residents. The Listing was done by mail in two precincts this year as a test run, and met with fairly good results.

Registration sessions for new voters were held for the Presidential Primary in March, the Town Election in May, the State Primary in September and the Presidential Election in November. Sessions were also held for four Town Meetings. A total of 9,458 Registered Voters were listed at the close of Registration for the November election.

Democrats: 3,512 Republicans: 1,693

Unenrolled (Independent): 4,343

The Board held Fourteen sessions to register new voters and met three times to certify signatures on nomination papers (received 99 Papers and certified 2,094 signatures), met three times to certify signatures on Initiative Petitions, and met to prepare for Town Election.

Respectfully submitted,

Board of Registrars

Wilbert L. Vaughn, Chairman
C. Michael Tocci
Beverly J. Dearth
Elaine V. McKenna, Clerk

ELECTION WORKERS 1988

ENROLLED AS DEMOCRAT	ENROLLED AS REPUBLICAN	ENROLLED AS INDEPENDENT
Boucher, Lana	Aranyi, Barbara	Bagley, Alice
Brule, Paula	Basner, Grace	Cantin, Ray
Cantin, Dorothy	Blowey, Reggie	Evans, Hazel
Carey, Ann	Brewer, Barbara	Harde, Ellen
Cote, Mary	Caless, mary	L'Hussier, Ernie
Croteau, Mary Lou	Chamberlain, Ruth	MacMillan, Rena
Denisevich, Anthony	Dalton, Gladys	Oakes, Nancy
Denisevich, Cecelia	Earnshaw, Bob	
Desmond, Helen	Eliason, Adelaide	
Drake, Muriel	Fletcher, Frances	
Ducharme, Audrey	Fletcher, George	
Enwright, Pat	Foster, Donna	
Healy, Dorothy	Gagnon, Jeannette	
Hill, Mary	Hall, Ruth	
Jeray, Frances	Hinckley, Ralph	
Martin, Mary	Jewett, Lois	
McCusker, Ann	Johnson, Mary Jo	
McCusker, Laura	Karkota, Doris	
Mongan, Barbara	Lorentzen, Dot	
Ricard, Vic	Lyon, Helen	
Sullivan, Veronica	MacQuarrie, Marion	
Taylor, Jean	Malone, Mae	
Teague, Kay	McCarthy, Jan	
Thompson, Claire	Picking, Bernice	
Thornley, Barbara	Pude, Christine	
Tremble, Cindy	Sambito, Madeline	
Trubey, Mary	Tierney, Bob	
VanLandeghem, Ellie	VanNorden, Mary	
Watson, Denis	Vaughn, Edie	
	Whitney, Joann	
	Whitney, Robert	
	Wilder, Arnold	
	Wisnowski, Doris	
	Wyman, Nancy	

With Special Thanks to the Westford Police Officers for services above and beyond.

PRESIDENTIAL PRIMARY
MARCH 8, 1988

DEMOCRATIC BALLOT

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL VOTE	520	434	478	469	1901
PRESIDENTIAL PREFERENCE					
Michael S. Dukakis	272	240	240	245	999
Albert Gore, Jr.	22	26	32	25	105
Florenzo DiDonato	0	0	1	0	1
Paul Simon	28	15	23	23	89
Bruce Babbitt	2	4	5	3	14
Richard E. Gephardt	72	58	68	38	236
Jesse L. Jackson	97	66	74	110	347
Gary Hart	5	5	12	7	29
Lyndon H. LaRouche, Jr.	0	0	0	1	1
No Preference	10	11	10	10	41
Blanks	10	9	13	7	39
STATE COMMITTEE MAN					
Robert A. Durand	299	279	287	269	1125
Blanks	221	164	191	200	776
STATE COMMITTEE WOMAN					
Barbara H. Rowe	308	272	292	284	1156
Blanks	212	162	186	185	745
TOWN COMMITTEE					
Group 1	272	172	204	203	851
William S. McKenna, Jr.	305	211	249	225	990
Laura R. McKenna	310	208	239	226	983
Richard J. Trubey	313	215	230	232	990
Carmine M. Tocci	286	202	218	217	923
Geoffrey D. Hall	322	270	254	257	1103
Geraldine Healy-Coffin	324	224	235	231	1014
Dorothy M. Antonelli	309	207	234	233	983
William R. Healy	295	210	231	230	966
Gail Sawosik	295	212	221	237	965
Kenneth G. Kelley	285	196	212	227	920
Pamela D. O'Rourke	289	213	224	220	946
Edward J. Donahue, Jr.	314	209	221	217	961
David R. Earl	316	217	230	244	1007
Elaine V. McKenna	349	263	318	275	1205

PRESIDENTIAL PRIMARY
MARCH 8, 1988

REPUBLICAN BALLOT

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL VOTE	338	203	233	297	1071
PRESIDENTIAL PREFERENCE					
Pierre S. duPont, IV	10	1	2	3	16
Marion G. (Pat) Robertson	26	11	17	18	72
George Bush	167	120	134	143	564
Alexander M. Haigh, Jr.	1	2	3	1	7
Jack Kemp	22	18	15	32	87
Bob Dole	109	47	57	92	305
No Preference	1	1	1	2	5
Blanks	2	3	4	6	15
STATE COMMITTEE MAN					
Kenneth J. Dwyer, II	243	163	185	228	819
William C. Sawyer	23	14	13	22	72
Richard L. Warren	11	5	3	9	28
Blanks	61	21	32	38	152
STATE COMMITTEE WOMAN					
Mary-Lee King	82	53	79	102	316
Karey D. Brown	153	97	99	130	479
Blanks	103	53	55	65	276

PRESIDENTIAL PRIMARY
MARCH 8, 1988

REPUBLICAN BALLOT

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL VOTE	338	203	233	297	1071
TOWN COMMITTEE					
Group 1	162	96	110	138	506
Nicholas D'Alleva	170	103	119	158	550
Kenneth J. Dwyer, II	200	130	142	187	659
Doris R. Karkota	175	114	115	152	556
Frank P. Karkota, Jr.	171	104	113	149	537
Elaine S. Kronlund	174	106	119	153	552
Kenneth H. Kronlund	173	107	116	150	546
Gunars V. Zagars	182	109	115	151	557
Robert H. Masow	189	105	114	151	559
Kathleen M. Galvin	174	105	117	160	556
Christine J. Dwyer	180	116	131	163	590
Bette R. Hook	210	128	138	189	665
Mary L. Caless	199	117	124	170	610
Anthony Martinez III	193	117	124	163	597
William F. Richards	176	102	116	154	548
Henry H. Wilson	170	102	112	152	536
Wilbert L. Vaughn	182	105	137	161	585
Elda Davy	181	103	114	152	550
Steven F. Aranyi	169	102	115	151	537
Barbara A. Aranyi	172	100	116	152	540
Patricia A. Begley	175	102	117	160	554
Robert P. Tierney	188	112	126	178	604
Robert L. Giese	182	105	121	157	565
Robert L. Giese, Jr.	173	103	121	159	556

ANNUAL TOWN ELECTION
MAY 3, 1988

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL VOTE	867	747	709	930	3253
SELECTMEN					
Blanks	192	142	159	183	676
Robert C. Herrmann	666	596	544	739	2545
Write Ins	9	9	6	8	32
ASSESSOR					
Blanks	258	225	209	271	963
Rodney G. Young	603	521	497	652	2273
Write Ins	6	1	3	7	17
SCHOOL COMMITTEE (3 yrs.)					
Blanks	719	657	669	784	2829
Judith E. Culver	627	530	472	680	2309
Harry Manuel, Jr.	614	520	498	652	2284
Madonna J. McKenzie	631	525	478	665	2299
Write Ins	10	9	10	9	38
SCHOOL COMMITTEE (2 yrs.)					
Blanks	92	81	118	107	398
Michael P. Carlson	339	382	285	297	1303
Linnea S. Flint	436	283	303	523	1545
Write Ins	0	1	3	3	7
BOARD OF HEALTH					
Blanks	198	188	187	229	802
Charles P. Menzie	668	559	519	697	2443
Write Ins	1	0	3	4	8
PLANNING BOARD					
Blanks	191	187	170	213	761
Peter S. Fletcher	674	559	535	710	2478
Write Ins	2	1	4	7	14
HOUSING AUTHORITY					
Blanks	191	187	170	213	761
Mary E. Smith	646	571	519	688	2424
Write Ins	0	3	0	4	10
LIBRARY TRUSTEES					
Blanks	528	470	473	570	2041
Richard T. Joy	603	524	488	643	2258
Susan R. Astle	603	498	454	639	2194
Write Ins	0	2	3	8	13

ANNUAL TOWN ELECTION
MAY 3, 1988

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL VOTE	867	747	709	930	3253
CEMETERY COMMISSIONER					
Blanks	236	184	175	249	844
Brian L. Vaughn	631	563	531	678	2403
Write Ins	0	0	3	3	6
WATER COMMISSIONER					
Blanks	228	175	189	243	835
Hervey J. Cote	638	564	517	681	2400
Write Ins	1	8	3	6	18
QUESTION # 1 (Prop. 2 1/2 override for School)					
Blanks	9	11	9	15	44
Yes	603	399	365	633	2000
No	255	337	335	282	1209

STATE PRIMARY
SEPTEMBER 15, 1988

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL VOTE - DEMOCRATIC	107	142	132	84	465
TOTAL VOTE - REPUBLICAN	27	31	48	39	145

DEMOCRATIC BALLOT

SENATOR IN CONGRESS

Blanks	30	33	29	16	108
Edward M. Kennedy	72	109	97	67	345
Write-Ins	5	0	6	1	12

REPRESENTATIVE IN CONGRESS

Blanks	29	32	32	13	106
Chester G. Atkins	76	110	97	70	353
Write-Ins	2	0	3	1	6

COUNCILLOR

Blanks	14	20	12	9	55
Herbert L. Connolly	25	32	30	32	119
Robert B. Kennedy	67	90	90	41	288
Write-Ins	1	0	0	2	3

SENATOR IN GENERAL COURT

Blanks	92	115	99	68	374
Write-Ins	15	27	33	16	91

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
REPRESENTATIVE IN GENERAL COURT					
Blanks	17	11	24	4	56
Geoffrey D. Hall	86	131	105	79	401
Write-Ins	4	0	3	1	8
CLERK OF COURTS					
Blanks	39	34	34	17	124
Edward J. Sullivan	66	108	97	66	337
Write-Ins	2	0	1	1	4
REGISTER OF DEEDS					
Blanks	40	31	36	16	123
Edward J. Early, Jr.	66	111	95	66	338
Write-Ins	1	0	1	2	4
COUNTY COMMISSIONER					
Blanks	61	80	65	40	246
Thomas J. Larkin	38	47	44	43	172
Matthew Donahue	68	76	83	54	281
Edward J. Kennedy, Jr.	40	65	62	22	189
Joseph R. Macaluso	6	16	9	8	39
Write-Ins	1	0	1	1	3

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TREASURER					
Blanks	50	40	48	20	158
James E. Fahey, Jr.	56	102	83	63	304
Write-Ins	1	0	1	1	3

REPUBLICAN BALLOT

SENATOR IN CONGRESS					
Blanks	2	4	5	3	14
Joseph D. Malone	25	27	43	36	131
REPRESENTATIVE IN CONGRESS					
Blanks	25	27	44	34	130
Write-Ins	2	4	4	5	15
COUNCILLOR					
Blanks	6	7	11	4	28
Jody Dow	21	24	37	35	117
SENATOR IN GENERAL COURT					
Blanks	4	6	11	6	27
Argeo Paul Celucci	23	25	37	33	118
REPRESENTATIVE IN GENERAL COURT					
Blanks	2	4	3	5	14
John F. MacGovern	25	27	45	32	129
Write-Ins	0	0	0	2	2

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
CLERK OF COURTS					
Blanks	27	29	47	36	139
Write-Ins	0	2	1	3	6
REGISTER OF DEEDS					
Blanks	27	30	47	37	141
Write-Ins	0	1	1	2	4
COUNTY COMMISSIONER					
Blanks	54	59	95	74	282
Write-Ins	0	3	1	4	8
TREASURER					
Blanks	27	30	45	37	139
Write-Ins	0	1	3	2	6

TOWN OF WESTFORD
PRESIDENTIAL ELECTION
NOVEMBER 8, 1988

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL VOTE	2311	1990	1963	2261	8525
PRESIDENT & VICE PRESIDENT					
Bush & Quayle	1407	1051	1104	1372	4934
Dukakis & Bentsen	823	862	778	809	3272
Pulani & Dattner	5	4	5	2	16
Paul & Marrou	25	16	31	18	90
Blanks	28	43	3	41	145
Write Ins	23	14	12	19	68
SENATOR IN CONGRESS					
Edward M. Kennedy	1183	1145	1123	1139	4590
Joseph D. Malone	1056	766	765	1040	3627
Mary Pridley	3	9	7	8	27
Preoa Lee Neson	19	7	11	10	47
Blanks	49	62	56	63	230
Write Ins	1	1	1	1	4
REPRESENTATIVE IN CONGRESS					
Chester G. Atkins	1762	1524	1548	1723	6557
T. David Hudson	261	224	219	252	956
Blanks	274	239	191	281	985
Write Ins	14	3	5	5	27
COUNCILLOR					
Jody Dow	928	576	573	892	2969
Robert B. Kennedy	1069	1135	1129	1044	4377
Blanks	302	274	257	321	1154
Write Ins	12	5	4	4	25
SENATOR IN GENERAL COURT					
Arego Paul Celucci	1573	1316	1283	1564	5736
Blanks	727	659	655	677	2718
Write Ins	11	15	25	20	71

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL VOTES CAST	2311	1990	1963	2261	8525
REPRESENTATIVE IN GENERAL COURT					
John F. MacGovern	1156	732	743	1102	3733
Geoffrey D. Hall	1052	1157	1131	1057	4397
Blanks	103	100	86	100	389
Wite Ins	0	1	3	2	6
CLERK OF COURTS					
Edward J. Sullivan	1526	1341	1354	1482	5703
Blanks	762	630	589	760	2741
Write Ins	23	19	20	10	81
REGISTER OF DEEDS					
Edward J. Early, Jr.	1535	1349	1345	1463	5692
Blanks	756	630	594	781	2761
Write Ins	20	11	24	17	72
COUNTY COMMISSIONER					
Thomas J. Larkin	1090	823	779	1001	3693
Edward J. Kennedy, Jr.	954	993	1007	959	3913
Blanks	2559	2149	2127	2549	9384
Write Ins	19	15	13	13	60
TREASURER					
James E. Fahey, Jr.	1454	1283	1281	1417	5435
Blanks	841	695	666	824	3026
Write Ins	16	12	16	20	64
QUESTION ONE (Wage Increase)					
YES	387	285	286	400	1358
NO	1856	1617	1612	1791	6876
Blanks	68	88	65	70	291

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL BALLOTS CAST	2311	1990	1963	2261	8525
QUESTION TWO (Union Wage Rates)					
YES	1336	970	911	1277	4494
NO	905	937	1004	920	3766
Blanks	70	83	48	64	265
QUESTION THREE (Farm Animals)					
YES	495	367	366	381	1609
NO	1749	1538	1529	1810	6626
Blanks	67	85	68	70	290
QUESTION FOUR (Nuclear Power)					
YES	513	411	478	558	1960
NO	1747	1505	1431	1645	6328
Blanks	51	74	54	58	237

SPECIAL TOWN MEETING
MARCH 26, 1988

At a legal meeting of the inhabitants of the Town of Westford, qualified by law, to vote in Town Affairs, held at Westford Academy on Saturday, March 26, 1988, called to commence at 2:00 p.m., the following business was transacted:

Election Officers, using voting lists, acted as tellers at the doors. The attendance was 1,195.

William Kavanagh, Town Moderator, called the meeting to order at 2:30 p.m.

ARTICLE 1. It was voted with 1,102 Yes and 39 No that the sum of $420,000.00 be appropriated for the cost of architectural and engineering services to prepare plans and specifications for construction, original equipping and furnishing of a new middle school; and that to raise such appropriation, the Treasurer be and is hereby authorized, with the approval of the Selectmen, to borrow the sum of $420,000.00 under and pursuant to Chapter 44, Section 7(21) and (22) of the General Laws, as amended, and supplemented, or any other enabling authority, and to issue bonds or notes therefor; provided that no money shall be expended or borrowed under this vote unless the Town shall have voted any regular or special election to exempt the amounts required to pay the bonds or notes from the limitation of Proposition 2 and 1/2, so called.
(Finance Committee Approved)
(Selectmen Approved)

ARTICLE 2. It was voted unanimously that the sum of $98,834.00 be transferred from the Free Cash Account to the School Department Operation Account for the remainder of the fiscal year ending June 30, 1988.
(Finance Committee Approved)

ARTICLE 3. It failed for the lack of a majority that the Town, in addition to the payment of fifty (50%) percent of a premium for contributory group life and health insurance for employees in the service of the Town and their dependents, pay subsidiary or additional rate as authorized by Sectin 7A of Chapter 32B of the General Laws as most recently amended.
(Finance Committee Disapproved)
(Selectmen Approved)

ARTICLE 4. It was voted unanimously that the sum of $20,000.00 be transferred from the Free Cash Account to the Finance Committee Reserve Fund for the remainder of the fiscal year ending June 30, 1988.
(Finance Committee Approved)

ARTICLE 5. It was voted unanimously that the Board of Selectmen be, and they hereby are, authorized and empowered to acquire by purchase, eminent domain, or otherwise, the land at the intersection of Cold Spring Road and Pine Ridge Road occupied for many years by the Town as the site of its Sanitary Landfill, said acquisition being for the purpose of establishing title to said property and for correcting and defects in said title and thereby clarifying the Town's responsibility for monitoring the now closed landfill; and for the purpose aforesaid, that the sum of $100.00 be tranbsferred from the unencumbered balance in the Selectmen's Damages to Persons and Property Account to a new account.

(Finance Committee Approved)

It was voted unanimously to adjourn the Special Town Meeting at 3:45 P.M.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

SPECIAL TOWN MEETING
MAY 7, 1988

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town Affairs, held at Abbot Middle School on Saturday, May 7, 1988, called to commence at 2:00 p.m., the following business was transacted:

Election Officers, using voting lists acted as tellers at the doors. A quorum was present.

William Kavanagh, Town Moderator, called the meeting to order.

ARTICLE 1. It was voted unanimously that the Town transfer from the unencumbered and unexpended balances of the following accounts the sums listed below for the purpose of providing funds for contractual services and for temporary data entry personnel necessary for the recertification of property values in Westford by the Mass. Department of Revenue as set forth in a plan approved or to be approved by said Department:

FROM ACCT. #109 M	Recertification Support		$ 26,000.00
TO ACCT. #1419.40	Commercial/Industrial Valuation Contract		
FROM ACCT. #190	Tax Maps		$ 11,000.00
TO ACCT. #1415.40	Personal Property Inspection/Valuation Contract		
FROM ACCT. #109M	Recertification Support		$ 820.00
TO ACCT. #1412.40	Building Permit Inspection Contract		
FROM ACCT. #190	Tax Maps		$ 400.00
TO ACCT. #1412.40	Building Permit Inspection Contract		
FROM ACCT. #109A	CLT Software Maintenance		$ 7,304.00
TO ACCT. #1412.40	Building Permit Inspection Contract		

(Finance Committee Approved)

ARTICEL 2. It was voted unanimously that the Town transfer from the unencumbered and unexpended balance of Account No. 157(b.) Paint Museum the sum of $3,000.00 for the purpose of installing security and fire protection equipment at the Westford Museum Annex.

(Finance Committee Approved)

ARTICLE 3. It was voted unanimously that the Town transfer from the unencumbered and unexpended balance of Account No. 650(e) (Librarian Salaries) the sum of $1,780.14 to Account No. 650(A), Assistant Director; and the sum of $1,520.00 to Account No. 650(D), Custodian Wages.

(Finance Committee Approved)

ARTICLE 4. It was voted that the Town transfer from Fund Balance - Free Cash the sum of $17,000.00 to the Police Dept. Extra Detail Revolving Fund Account to be administered in accordance with the provisions of Chapter 44, Section 53(c.) of the Mass. General Laws.

(Finance Committee Approved)

ARTICLE 5. It was voted that the Town transfer from the unencumbered and unexpended balances of the accounts listed below the following sums for the reconstruction, rehabilitation and/or replacement of the Broadway Bridge in Graniteville; and to authorize the Selectmen to accept a state grant for this purpose:

FROM - ACCOUNT NUMBER		AMOUNT
145	Comprehensive Insurance	$ 20,000.00
191	Sewage Facilities Plan	$ 3,000.00
408A	Highway Trucks	$ 9,152.00
419	Highway - Test Tanks	$ 4,000.00
188	Rt. 110 Minot's Corner Signals Design	$ 5,000.00
401	Snow and Ice	$ 10,000.00

(Finance Committee Approved)

It was voted to adjourn the Special Town Meeting.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

ANNUAL TOWN MEETING
MAY 7, 1988

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at Abbot Middle School on Saturday, May 7, 1988 called to commence at 10:00 a.m., the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. The attendance was 220.

William Kavanagh, Town Moderator, called the meeting to order at 10:15 a.m.

ARTICLE 1. No motion required.

ARTICLE 2. It was voted unanimously that the salaries for elected officers of the Town be set as follows for the fiscal period July 1, 1988 through June 30, 1989:

Selectmen:	Chairman	$ 1,100
	Other Members	950
Board of Assessors Member		500
Cemetery Commissioner		200
Board of Health Member		250
Town Clerk		25,500
Treasurer/Collector		25,500
Tree Warden		100
Water Commissioner		400

(Finance Committee Approved)

ARTICEL 3. It was voted that the Town amend its Consolidated Classification and Compensation Plan and Personnel By-laws of the Town of Westford as set forth below:

A. By amending Section 3(a), The Classification and Wage Plan, by inserting and replacing the existing minimum/maximum salaries with those listed below, effectiove July 1, 1988:

Library Director*	$25,000.00		$36,450.00
Library Asst. Director*	$20,000.00		$29,000.00
Staff Librarian*	$18,000.00		$26,000.00
Senior Aide**		$ 4.50	
Library Page**		$ 4.50	
Traffic Control Officer**		$10.00	

* Per Annum
** Per Hour

B. By amending Section 3, subparagrah (d.), to increase the Call Fire Personnel and Call EMT Personnel clothing to $300.00 per year effective July 1, 1988.

C. Amend Section H. relative to Longevity by changing the schedule to read:

Upon completion of 5 years of service	$ 400.00 per year
Upon completion of 10 years of service	$ 700.00 per year
Upon completion of 15 years of service	$ 1,000.00 per year
Upon completion of 20 years of service	$ 1,300.00 per year
Upon completion of 25 years of service	$ 1,500.00 per year
Upon completion of 30 years of service	$ 1,700.00 per year

the remainder of section H to remain unchanged.

D. By amending Section 4(a) 4, Vacation Schedule by replacing the current schedule with the following:

Yrs. of Service	Completed Months of Service	Vacation Days Earned per month	Max Vacation Days per year	Max. Vac. Days Which can be Carried over
0 - 5	1-60 (1)	.83	10	20
6 - 9	61-120 (2)	1.25	15	20
10 - 19	121-240	1.68	20	20
20 & over	241 & up	2.08	25	25

(Finance Committee Approved)
(Personnel Board Approved)

ARTICLE 4. It was voted that the items contained in Article 4, totaling $19,169,417.00, as summarized by the Finance Committee recommendations attached hereto, and providing funds for the period July 1, 1988 to June 30, 1989 be appropriated in accordance with the recommendations of the Finance Committee and as they appear in their amended report, and that to meet said appropriations, that the sum of $18,768,443.03 be raised and appropriated and that the sum of $400,974.97 be transferrred from Fund Balance Reserve for unforseen and extraordinary expenses (formerly Overlay Reserve).

ACCT. NO.	DESCRIPTION	AMOUNT
	SELECTMEN	
1220.12	Selectmen Salaries	4900.00
1220.40	Operating Expenses	7,775.00
1220.82	Capital - Cross St. Improvement	15,000.00
1222.40	Special Counsel Fund	2,000.00
	TOTAL SELECTMEN	29,675.00

ACCT. NO.	DESCRIPTION	AMOUNT
	EXECUTIVE SECRETARY	
1230.13	Executive Secretary Salary	34,067.00
1230.14	Administrative Asst. Salary	27,000.00
1230.15	Clerical Wages	21,185.00
1230.40	Operating Expense	9,120.00
1231.40	Misc. Committee Expenses	500.00
1232.40	Memorial Day Expenses	1,000.00
1238.40	Veterans' Quarters	900.00
	TOTAL EXECUTIVE SALARY	93,772.00
	FINANCE COMMITTEE	
1310.15	Clerical Wages	2,677.00
1310.40	Operating Expenses	565.00
1311.40	Reserve Fund Appropriation	60,000.00
	TOTAL FINANCE COMMITTEE	63,242.00
	FINANCE DIRECTOR	
1330.13	Salary	33,100.00
13301.5	Clerical Wages	18,287.00
1330.40	Operating Expenses	2,104.00
1331.40	Audit Expense	18,500.00
	TOTAL FINANCE DIRECTOR	71,991.00
	ASSESSORS	
1410.12	Assessors Salaries	1,500.00
1410.13	Asst. Assessor Salary	34,600.00
1410.15	Clerical Wages	49,328.00
1410.40	Operating Expenses	17,459.00
1410.41	CLT Software Support	9,700.00
1420.40	Temporary Data Entry Services	8,100.00
	TOTAL ASSESSORS	120,687.00

ACCT. NO.	DESCRIPTION	AMOUNT
	TREASURER/COLLECTOR	
1440.40	Interest on Temporary Loans	10,000.00
1450.12	Treasurer/Collector Salary	25,500.00
1450.15	Clerical Wages	60,472.00
1450.40	Operation Expenses	31,325.00
	TOTAL TREASURER COLLECTOR	127,297.00
	LAW DEPARTMENT	
1510.29	Town Counsel Retainer	34,071.00
1510.40	Operating expenses	7,450.00
	TOTAL LAW DEPARTMENT	41,521.00
	PERSONNEL	
1520.15	Clerical Wages	2,500.00
1520.40	Operating Expenses	1,250.00
	TOTAL PERSONNEL	3,750.00
	OPERATING AND SUPPORT	
1530.40	Centrex Telephone System	15,650.00
1540.40	Labor Counsel	12,000.00
1550.40	Data Processing Operating	33,500.00
	TOTAL OPERATIONS AND SUPPORT	61,150.00
	TOWN CLERK	
1610.12	Town Clerk Salary	25,500.00
1610.15	Clerical Wages	19,514.00
1610.19	Recording Fees	375.00
1610.40	Operating Expenses	1,340.00
1620.18	Election Worker Wages	4,762.00
1630.40	Registrars Expenses	8,155.00
1630.14	Street Listing Wages	7,000.00
1650.12	Registration/Town Clerk Salary	400.00
	TOTAL TOWN CLERK	70,796.00
	CONSERVATION COMMISSION	
1710.13	Coordinator Salary	12,475.00
1710.15	Clerical Wages	7,500.00
1710.40	Operating Expenses	6,205.00
1712.40	Consulting Services	12,000.00
	TOTAL CONSERVATION COMMISSIONS	38,180.00

ACCT. NO.	DESCRIPTION	AMOUNT
	PLANNING BOARD	
1750.13	Coordinator Salary	12,475.00
1750.15	Clerical Wages	7,500.00
1750.40	Operating Expenses	6,795.00
1752.40	Consulting Services	34,500.00
	TOTAL PLANNING BOARD	61,270.00
	APPEALS BOARD	
1760.15	Clerical Wages	2,088.00
1760.40	Operating Expenses	2,400.00
1760.41	Consultation Services	1,500.00
	TOTAL APPEALS BOARD	5,988.00
	AFFORDABLE HOUSING COMMITTEE	
1761.15	Clerical Wages	1,000.00
1761.40	Operating Expenses	820.00
	TOTAL AFFORDABLE HOUSING	1,820.00
	TOWN HOUSE/POLICE/FIRE	
1770.13	Maintenance Supervisor Salary	20,000.00
1770.16	Custodian Salary	9,680.00
1770.40	Operating Expenses	22,660.00
1770.81	Capital - Snowblower	1,250.00
1770.82	Capital - Tape Recorder Ssytem	1,000.00
1780.40	Police/Fire Complex Expense	22,000.00
1780.81	Fire Station Doors	6,690.00
1780.85	Fire Station Carpet	2,280.00
	TOTAL TOWN HOUSE/POLICE/FIRE	85,560.00
	MISCELLANEOUS	
1830.40	Capital Outlay Comm. Operating Expense	75.00
1840.15	Cable TV Comm. Clerical Wages	674.00
1840.40	Cable TV Comm. Expenses	210.00
	TOTAL MISCELLANEOUS	959.00
	TOWN REPORTS	
1950.40	Operating Expenses	9,000.00
	TOTAL TOWN REPORTS	9,000.00

ACCT. NO.	DESCRIPTION	AMOUNT
	POLICE ADMINISTRATION	
2100.13	Chief's Salary	51,551.00
2100.14	Lieutenant Salary	41,000.00
2100.15	Clerical Wages	84,018.00
2100.16	Custodain Wages	6,298.00
2100.40	Administrative Expenses	85,380.00
2100.42	Out of State Travel	1,250.00
2101.22	Sergeant Wages	205,556.00
2101.23	Patrolman Wages	525,148.00
2101.26	Matron Wages	1,964.00
2101.30	Overtime	95,975.00
2101.31	Shift Differential	13,122.00
2101.32	Educational Incentive	1,000.00
2101.22	Court Time	19,200.00
2101.34	Extra Details	9,572.00
2010.35	Training	12,344.00
2101.40	Operating Expenses	68,860.00
2101.82	Replace Cruisers	38,330.00
2102.25	Dispatcher Wages	93,806.00
2103.24	Traffic Control/Super. Wages	39,256.00
2103.40	Traffic Expenses - St. Marking	7,500.00
	TOTAL POLICE	1,401,130.00
	FIRE DEPARTMENT	
2200.13	Chief Salary	38,300.00
2200.25	Dispatcher Wages	20,000.00
2200.37	Fire Fighter Wages	314,200.00
2200.40	Operating Expenses	41,875.00
2200.41	Repair Engine # 4	7,500.00
	TOTAL FIRE DEPARTMENT	427,875.00
	BUILDING DEPARTMENT	
2410.13	Building Commissioner Salary	33,350.00
2410.15	Clerical Wages	18,763.00
2410.19	Part Time Inspector Fees	25,256.00
2410.40	Operating Expenses	9,150.00
	TOTAL BUILDING DEPARTMENT	96,519.00
	SEALER OF WEIGHTS AND MEASURES	
2440.13	Sealer Salary	1,500.00
2440.40	Operating Expenses	275.00
	TOTAL WEIGHTS AND MEASURES	1,775.00
	CIVIL DEFENSE	
2910.40	Operating Expenses	5,770.00
	TOTAL CIVIL DEFENSE	5,770.00

ACCT. NO.	DESCRIPTION	AMOUNT
	BY-LAW ENFORCEMENT OFFICER	
2920.13	By-Law Enforcement Officer Salary	21,500.00
2920.17	Asst. Dog Officer Wages	3,597.00
2920.40	Operating Expenses	7,100.00
2920.81	New Vehicle	12,784.00
	TOTAL BY-LAW ENFORCEMENT OFFICER	44,981.00
	FORESTRY	
2940.12	Tree Warden Salary	100.00
2940.40	Operating Expenses	30,000.00
	TOTAL FORESTRY	30,100.00
	SCHOOL DEPARTMENT	
3050.40	School Operation and Maintenance	11,000,417.00
	TOTAL SCHOOL DEPARTMENT	11,000,417.00
	NASHOBA VALLEY TECHNICAL HIGH SCHOOL	
3110.40	Assessment	495,213.00
	TOTAL NASHOBA VALLEY TECH. H.S.	495,213.00
	ENGINEERING	
4120.40	Shared Traffic Engineer	5,000.00
	TOTAL ENGINEERING	5,000.00
	HIGHWAY DEPARTMENT	
4200.40	Operating Expenses	11,141.00
4220.40	Materials	150,000.00
4222.21	Uniform Allowance	5,200.00
4220.40	Machinery & Equipment	76,975.00
4224.20	Park Maintenance Wages	28,943.00
4224.40	Park Expenses	9,225.00
4225.21	Drainage Wages	7,565.00
4225.40	Drainage Expenses	19,000.00
4227.81	Trucks	42,212.00
4227.82	Snow Plows	4,400.00
4227.84	Backhoe	30,700.00
4230.21	Snow & Ice Wages	193,506.00
4230.40	Snow & Ice Expenses	186,000.00
4240.40	Streetlight Expenses	59,830.00
4310.40	Solid Waste Disposal	840,157.00
4340.13	Superintendent Salary	41,300.00
4340.21	Town Roads Wages	159,797.00
4340.40	Town Roads Expenses	66,000.00
	TOTAL HIGHWAY DEPARTMENT	1,940,301.00

ACCT. NO.	DESCRIPTION	AMOUNT
	WATER DEPARTMENT	
4520.12	Commissioners Salaries	1,200.00
4520.13	Water Superintendent Salary	38,900.00
4520.15	Clerical Wages	54,351.00
4520.17	Maintenance Wages	121,459.00
4520.30	Overtime	23,988.00
4520.41	Flushing and Hydrant Maintenance	16,228.00
4520.40	Operating Expenses	244,775.00
4510.40	Water Dept. Pipes and Supplies	70,000.00
4520.83	Paint Center Tank	45,000.00
4520.85	Vehicle	12,500.00
4530.81	Pickup Truck	22,000.00
4531.81	Meter Replacement	24,000.00
	TOTAL WATER DEPARTMENT	674,401.00
	CEMETERY DEPARTMENT	
4910.12	Commissioners Salary	600.00
4910.13	Superintendent Salary	19,220.00
4910.17	Maintenance/Labor Wages	11,591.00
4910.40	Operating Expense	11,900.00
	Transfer from Trust Fund	-10,800.00
	Transfer from Sale of Lots	-5,781.00
	TOTAL CEMETERY DEPARTMENT	26,730.00
	BOARD OF HEALTH	
5130.12	Board Members Salaries	1,250.00
5130.13	Sanitarian Salary	27,850.00
5130.14	Contagious Disease Salary	250.00
5130.15	Clerical Wages	21,900.00
5130.19	Inspector Fees	11,800.00
5130.40	Operating Expenses	25,750.00
5131.13	Animal Inspector Salary	1,000.00
5131.14	Dead Animal/Stable Inspector Salary	1,700.00
5220.13	Town Nurse Wages	19,500.00
5220.40	Operating Expenses	550.00
5221.40	Dental Services-Nahoba	7,381.00
	TOTAL BOARD OF HEALTH	118,931.00
	COUNCIL ON AGING	
5410.40	Operating Expenses	9,687.00
5411.40	Respite Care	4,875.00
5412.40	Senior Aide Contract	5,200.00
	TOTAL COUNCIL ON AGING	19,762.00

ACCT. NO.	DESCRIPTION	AMOUNT
	TOWN AIDE/VETERAN'S BENEFITS	
5440.13	Town Aide Salary	26,260.00
5440.15	Clerical Wages	20,036.00
5440.40	Operating Expenses	2,270.00
5441.40	Veteran's Benefits	30,000.00
	TOTAL TOWN AIDE/VETERAN'S BENEFITS	78,566.00
	LIBRARY	
6100.13	Library Director Salary	31,600.00
6100.14	Asst. Director Salary	27,195.00
6100.15	Clerical Wages	15,642.00
6100.16	Custodian Wages	20,802.00
6100.27	Librarian Salaries	82,111.00
6100.28	Library Asst. Wages	117,639.00
6100.38	Library Pages	6,490.00
6100.40	Operating Expenses	142,363.00
6100.81	Equipment	1,090.00
6100.82	Computer Equipment Expansion	4,200.00
	Transfer from Dog Fund	-1,666.00
	TOTAL LIBRARY	447,466.00
	LOCAL ARTS COUNCIL	
6120.15	Clerical Wages	300.00
	TOTAL LOCAL ARTS COUNCIL	300.00
	RECREATION	
6300.20	Baseball Wages	7,926.00
6300.40	Baseball Expenses	10,650.00
6301.20	Town Beach Wages	22,600.00
6301.40	Town Beach Expenses	3,200.00
6302.20	Summer Parks Wages	8,694.00
6302.40	Summer Parks Expenses	800.00
6304.20	Football Wages	1,188.00
6304.40	Football Expenses	4,950.00
6305.40	Basketball Expenses	6,915.00
6306.40	Track Expenses	745.00
6307.40	Service Expenses	5,500.00
6308.40	Maintenance Expenses	19,461.00
6309.20	Administration Wages	25,000.00
6309.40	Administration Expenses	3,400.00
	TOTAL RECREATION	121,029.00
	MUSEUM	
6700.40	Operating Expenses	2,350.00
	TOTAL MUSEUM	2,350.00

ACCT. NO.	DESCRIPTION	AMOUNT
	ROUDENBUSH COMMUNITY CENTER	
6730.13	Director Salary	26,550.00
6730.15	Clerical Wages	19,887.00
6730.16	Custodian Wages	28,764.00
6730.40	Operating Expenses	22,468.00
6731.82	Gift from Roudenbush Assoc.	-22,468.00
	TOTAL ROUDENBUSH COMMUNITY CENTER	75,201.00
	RETIREMENT-PENSION-BENEFITS CONTRIBUTION	
9110.40	Retirement Assessment	503,942.00
9130.40	Unemployment Contributions	20,000.00
9140.40	Group Health/Life Insurance	435,000.00
9141.40	Medicare Contributions	15,000.00
9170.40	Accumulated Sick Leave Buy Back	20,000.00
	TOTAL RETIREMENT-PENSION	993,942.00
	GENERAL INSURANCE	
9450.40	Comprehensive Insurance	275,000.00
	TOTAL GENERAL INSURANCE	275,000.00
	GRAND TOTAL	19,169,417.00

It was voted that the following non-binding resolution by Eric Kitner, Village View Road, be adopted:

WHEREAS, Town Meeting wishes to ensure equitable compensation for the employees of the Town of Westford, be it RESOLVED that the Board of Selectmen shall prepare for a future Town Meeting its considered recommendations regarding life and health insurance under the provisions of Chapter 32B, Section 7A, of the General Laws.

This resolution is offered to clarify the action of Town Meeting in its vote on March 26. I sensed that while voters were sympathetic with Town employees on this issue, they were not willing to approve the article as written without further information. As a non-binding resolution, it does not compel the Selectment to take any particular action, nor, for that matter, any action at all. It does not commit Town Meeting to any further action. It simply confirms Town Meeting's continuting interest in this issue.

ARTICLE 5. It was voted unanimously that the Town authorize the Treasurer, with the approval of the Selectmen, to borrow money from time to time in anticipation of the revenue of the fiscal year beginning July 1, 1988, in accordance with Chapter 44, Section 4 of the General Laws, and to issue a note or notes therefor, payable within one year, and to renew any note or notes as may be given for a period of less than one year in accordance with Chapter 44, Section 17 of the General laws.

(Finance Committee Approved)

ARTICLE 6. It was voted that the Town appropriate the sum of $49,522.00 from the proceeds to be made availabe by the Commonwealth of Massachusetts under Chapter 199 of the Acts of 1987 for the construction of and/or improvements to Carlisle Road.

(Finance Committee Approved)

ARTICLE 7. It was voted unanimously that the Town amend its Zoning Bylaws, as set forth below:

Add the following Section 3.7 and subsections:

3.7 Description of and uses permitted in a Conservation Zone

3.7.1 PURPOSES

This Conservation Zone is established to preserve a balance between developed areas of the Town and areas set aside from development, for protection of water resources, for the benefits of wildlife, for passive recreational uses, for agriculture, and for the preservation of scenic beauty.

3.7.2 ZONE DELINEATION

This Conservation Zone shall be considered as overlaying the districts defined in Section 2.1. The Conservation Zone includes the following areas:

(1) A portion of the land shown on "Pine Ridge Estates, Definitive Subdivision Plan of Land, Westford, Mass., Jan. 17, 1984, revisions March 16, 1984", recorded with the Middlesex North District Registry of Deeds, Book of Plans 143, Plan 111. The area within the Conservation Zone includes parcel A, "Open Space", and Parcel B, "Open Space", except for a 19,000 square foot portion of parcel A defined as follows: beginning where the lot 7 lot line intersects the roadway, extending North 46 degrees, 10 minutes, 25 seconds East for a distance of 82,11 feet, thence South 88 degrees, 21 minutes, 13 seconds East for a distance of 74.00 feet, and thence South 00 degrees, 21 minutes, 13 seconds East for a distance of 252.00 feet, until reaching lot 7.

(2) All land beyond 250 feet of Lots 1 through 79 inclusive, and Lot 1A shown on a plan of land entitled "Vine Brook Estates of Westford" recorded with Middlesex North District Registry of Deeds, Book 129, Page 94 and Page 95, excepting Lots 1 through 79 inclusive, and Lot 1A, and all roadways shown on said Plan, including Emergency Exit.

(3) All land shown on a plan of land entitled "General Plan, Open Space - Multi, Pilgrim Village at Keyes Pond" dated October, 1981, revised 1/19/82, recorded in Middlesex North District Registry of Deeds at Book 2563, Page 207 as Appendix B, excepting all land within 100 feet on which building, roads and walks are located, the lot designated as "Recreation Lot", and that land for which a beach and wharf protect are approved under Department of Environmental Quality Engineering Order of Conditions File Number 334-170.

(4) The land shown on a plan of land entitled "Hildreth Hills Condominium" site plan of land in Westford, Mass. Owned by: Hildreth Realty Trust, Scale: 1'=100' February 25, 1987 by Dana F. Perkins and Assoc., Inc." recorded with Middlesex North District Registry of Deeds at Plan Book 158, Plan 123, Sheets 1 through 5, both inclusive, and further defined as that area designated as "Condominium Lot A', said area containing 6,230,188 sq. ft., more or less, or 143.03 acres more or less, according to said plan, excepting the following: (i) a 350' wide New England Power Company easement with an easement area within said Lot A of 11.12 acres more or less, as shown on said plan; (ii) all land within 250' of any building constructed within "Condominium Lot A", "Condominium Lot B", Condominium Lot C", and "Condominium Lot D" as shown on said plan; (iii) land owned by the Town of Westford within said "Condominium Lot A" containing 73,074 sq. ft. more or less according to said plan; (iv) all roadways and driveways as shown on said plan; (v) all land located within said "Condominium Lot A" necessary for the construction, operation, maintenance, repair and replacement of a wastewater treatment facility and related infrastructure designed to service structures within said Condominium Lots A, B, C, and D; and (vi) a 25' wide Town of Westford water and access easement area as shown on said plan.

3.7.3 USE REGULATIONS

(a) The following uses are permitted:

1) The cultivation and harvesting of crops, flowers, and hay; the planting of trees and shrubs and the mowing of grass; the grazing of livestock; and the construction and maintenance of fences necessary in connection therewith.

2) The cultivation and harvesting of forest products in accordance with recognized forestry conservation practices, including the construction of fire roads, provided that all slash is removed from public view;

3) The installation of underground utilities;

4) Outdoor recreational uses and construction and maintenance of trails. Public access to such land and trails is not granted by this By-law, but is a matter under the control of the landowners.

(b) The following activities are not permitted:

1) No building, sign, outdoor advertising display, mobile home, utility pole, or other temporary or permanent structure shall be constructed, placed or permitted to remain within the zone, except as provided in section (a) above.

2) No soil, peat, rock or other mineral substance, or any refuse, debris or other unsightly or offensive materials shall be placed within the zone, except as provided in section (a) above.

3) No soil, peat, rock or other mineral substance or natural deposit shall be excavated or removed within the zone in such a manner as to affect the surface therof, except as provided in section (a) above.

4) No trees or other vegetation within the zone shall be cut or otherwise destroyed, except as provided in section (a) above.

ARTICLE 8. It was voted that the Town change the name of Durkee Road, a Town Way in Westford, To DURKEE LANE.

ARTICLE 9. It was voted that the Town accept as and for Town ways the roads listed below, each as laid out by the Selectmen as shown of the respective plans and reports filed with the Office of the Town Clerk;

Boutwell Hill Road
Crest Drive
Evergreen Circle
Canter Circle
(Finance Committee Approved)

ARTICLE 10. It was voted unanimously that the Town accept Hadley Road as and for a Town Way, as laid out by the Selectmen as shown by their report and plans duly filed with the Office of the Town Clerk; said way to be known as Hadley Road.; that the sum of $63,000.00 be raised and appropriated for the improvement of said way; that betterments to the extent of seventy-five per cent (75%) of the cost of said improvement be assessed against the owners of abutting estates; that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of $63,000.00 and to issue and sell, as one issue or from time to time, as two or more separate issues, serial bonds or notes of the Town aggregating $63,000.00 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chpter 44 of the General Laws, shall be in such form, shall bear such rates of interest, and shall mature at such times as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more then (10) years from the date thereof.

B. It was voted unanimously that the Town accept Trails End Road as and for a Town Way, as laid out by the Selectmen as shown by their report and plans duly filed with the Office of the Town Clerk; said way to be known as Trails End Road.; that the sum of $73,500.00 be raised and appropriated for the improvement of said way; that betterments to the extent of seventy-five per cent (75%) of the cost of said improvement be assessed against the owners of abutting estates; that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of $73,500.00 and to issue and sell, as one issue or from time to time, as two or more separate issues, serial bonds or notes of the Town aggregating $73.500.00 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chpter 44 of the General Laws, shall be in such form, shall bear such rates of interest, and shall mature at such times as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more then (10) years from the date thereof.

C. It was voted unanimously that the Town accept Edwards Avenue as and for a Town Way, as laid out by the Selectmen as shown by their report and plans duly filed with the Office of the Town Clerk; said way to be known as Edwards Avenue.; that the sum of $44,500.00 be raised and appropriated for the improvement of said way; that betterments to the extent of seventy-five per cent (75%) of the cost of said improvement be assessed against the owners of abutting estates; that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of $44,500.00 and to issue and sell, as one issue or from time to time, as two or more separate issues, serial bonds or notes of the Town aggregating $44,500.00 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chapter 44 of the General Laws, shall be in such form, shall bear such rates of interest, and shall mature at such times as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more then (10) years from the date thereof.

D. It was voted unanimously that the Town accept Wilson Lane as and for a Town Way, as laid out by the Selectmen as shown by their report and plans duly filed with the Office of the Town Clerk; said way to be known as Wilson Lane.; that the sum of $38,500.00 be raised and appropriated for the improvement of said way; that betterments to the extent of seventy-five per cent (75%) of the cost of said improvement be assessed against the owners of abutting estates; that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of $38,500.00 and to issue and sell, as one issue or from time to time, as two or more separate issues, serial bonds or notes of the Town aggregating $38,500.00 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chpter 44 of the General Laws, shall be in such form, shall bear such rates of interest, and shall mature at such times as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more than then (10) years from the date thereof.

ARTICLE 11. It was voted unanimously that the Town will amend its by-laws, pursuant to the authority granted under Chapter 40, Section 21 of the General Laws, the so-called Home Rule Amendment of the State Constitution, or any other authority, by adding the following new article relating to the regulation of Curbcuts and Driveways in Westford:

Add the following article re: Curb Cuts and Driveways

Section 1. Definitions:

For the purpose of this By-Law the following terms, phrases, words, and their derivation shall have the meaning given herein. When not inconsistent with the context, words used in the present tense include the future, words in the plural number include the singular number, and words in the singular number include the plural number. The word "shall" is always mandatory and not merely directly.

(1) PUBLIC WAY shall mean the entire width between the lines of every way publicly maintained when any part thereof is open to the use of the public for purposes of vehicular travel and shall include the entire width of any sidewalk within the lines of such way. In the case of ways established by prescription or concerning which no official layout exist, the edges of the surface of the travelled way shall be deemed to be the lines of such public way.

(2) DRIVEWAY shall meen a privately owned access to and from a public way.

(3) THROUGH WAY shall mean any way designated as such by the Department of Public Works or the Board of Selectmen, as authorized under Section 9 of Chapter 89 of the General Laws, as amended.

Section 2. Purposes:

(a) To provide maximum protection to the public through the orderly control of traffic moving onto and from a way.

(b) To provide a uniform practice in the design and construction of entrances and exits to properties abutting a public way.

(c) To provide for necessary drainage.

Section 3. Applications:

An applicant for a permit hereunder shall file with the Building Inspector and application showing:

(1) Name and address of the owner, or agent in charge, of the property abutting the proposed work area;

(2) Name and address of the party doing the work;

(3) Location of the work area;

(4) Attached plan showing details of the proposed alteration:

(5) Such other information as the Building Inspector shall find reasonably neccessary to the determination of whether a permit should issue hereunder.

Section 4. Standards for issuance of Permit:

The Building Inspector shall issue a permit hereunder when he finds:

(1) That the plans for the propsed alteration have been approved by the Superintendent of Highways and the Planning Board, to whom they shall be forwarded by the Building Inspector within a reasonable time after receipt thereof.

(2) That the alteration will not unreasonably interfere with vehicular and pedestrian traffic, the demand and necessity for parking spaces, in the means of egress to and from the property affected and adjacent properties.

(3) That the health, welfare, and safety of the public will not be unreasonably impaired.

(4) Driveways should be located to the best advantage with regard to the highway alignment, drainage of the land involved, profile, and sight distance conditions. Unless varied by the Planning Board, driveways shall not be located at the extreme edge (sideline) of property or at intersection or rotaries.

(5) Not more than two driveways shall be permitted for any one property. Addtional driveways should not be requested unless there is a clear necessity for them. No circular drives are allowed unless there is a minimum frontage of 150 feet.

(6) The sub-division of a parcel of property by the owner does not in any way change the number of drives allowed under the standards.

(7) The radii of a private drive may not extend beyond the applicant's property line unless the application is accomopanied by a letter and a copy of recordable easements from the applicant's abutter indicating his approval of this condition.

Section 5. Curb Cut Replacements:

Where a private property use has been modified so that an exisiting curb cut is no longer needed, the Building Inspector, for the promotion of traffic safety and public convenience, may require the abutting property owner to replace the curb at his expense. If the abutting owner fails to comply with the order, the Town may do the work and bill the owner for the cost.

Section 6. Exceptions:

No permit shall be required under this By-Law for:

(a) Driveways already in existence on the date of adoption of the By-Law, except that if any construction or reconstruction of existing driveways is substantially tantamount to a new driveway then this By-Law shall be applicable.

(b) Driveways reviewed by any other Town Board under other exisiting By-Laws, rules or regulations or under site plan review or approval under the subdivision control law.

Section 7. Severability:

The provisions of this By-Law are serverable, and if any sentence, section or other part of this By-Law should be found to be invalid, such invalidity shall not affect the remaining provisions, and the remaining provisions shall continue in full force and effect.

Section 8. Penalty:

Any person, firm, or corporation violating any provisions of the By-Law shall be fined not more than $300.00 for each offense.

ARTICLE 12. It was voted that the Town petition the General Court to adopt home rule legislation authorizing the creation of a land bank fund, to be administered by the Conservation Commission, for the purpose of acquiring, holding, and managing land and interest in land, in furtherance of the Town's 1985 Open Space and Recreation Plan; and, for such purposes, to impose a fee, not to excess two (2%) per cent, on the transfer or conveyance of real property in Westford; any such legislation to take effect when and if ratified by a majority vote at an Annual Town Election at which the question of ratification appears on the official ballot; and that the authority granted herein shall not reduce the state tax revenues pursuant to General laws, Ch. 62F, Section 4.

ARTICLE 13. It was voted that the Town raise and appropriate the sum of $4,000.00 for the purpose of providing technical assistance and consulting services to the Town Management Study Committee and that committee be directed that it may prepare a specific proposal, in the form of proposed by-laws, ballot questions, and special legislation as required by law, to be presented to a future town meeting for reorganization of the town's governmental and management structure as it relates to

* creation of the position of Town Manager and a definition of the authority to be granted that office;

* the appointment versus election of the Board of Health, the Town Clerk, the Treasurer/Collector; and the Board of Assessors; and

* the consolidation of the Highway, Parks, Water, Cemetery, and Tree Departments and related activities into a Department of Public Works.

(Finance Committee Approved)

ARTICLE 14. It was voted that the Town amend its bylaws by striking Article II as it presently reads and replacing it with the following new article:

ARTICLE II

FINANCIAL AFFAIRS

Section 1: Duties of the Finance Committee

1.1 There shall be a Finance Committee consisiting on nine (9) voters of the Town, none of whom shall hold any other elective or appointed Town office or position having to do with the expenditure of money. The members of the Finance Committee shall be sworn to the faithful performance of their duties and shall serve without compensation.

1.2 The Finance Committee shall be appointed by the Moderator for the purpose of advising the Town Meeting on all matters relating the appropriation, borrowing, expenditure and receipt of money by the Town, including but not limited to the annual budget as set forth below, the Town's indebtedness, the methods of administration of its various offices and departments, property valuation and assessments, capital needs, and any other municipal affairs having a financial impact upon the Town. The Finance Committee shall make recommendations to the Town Meeting on the annual operating and capital budgets as set forth below and also upon any article or matter within a town meeting warrant involving the appropriation or expenditure of money and such recommendation shall include either the approval or disapproval of the same by the voters or any other suggestion the committee deems adviseable. The committee may issue recommendations on referenda or other matters appearing on the ballot having a financial impact upon the Town other than the choice of individuals for town offices.

1.3 The terms of members shall be for three (3) years and shall be staggered in such a manner that three terms expire in each year. The terms shall begin upon July 1 in the year in which the appointments are made. Vacancies shall be filled by the Moderator for the remainder of the unexpired term only. The committee shall meet at the call of a majority of duly appointed members or at the call of the Town Clerk as soon as practicable after July 1st of each year in order to organize, elect such officers as it may deem necessary, and to adopt and amend such rules and regulations, organization and procedures as are consistent with these by-laws and the General Laws of the Commonwealth.

1.4 The Finance Director shall serve as an advisor to the Finance Committee.

Section 2: Operating and Capital Improvement Budgets

2.1 Immediately upon the close of the fiscal year, the Finance Director shall compile statements in tabulated form for the amounts appropriated and amounts expended from each appropriation during the preceding fiscal year and an analysis of the adequacy of appropriations and revenue estimates for the current fiscal year and shall forthwith transmit a copy of the same, together with any other information he or she deems adviseable, to the Board of Selectmen, the Executive Secretary, and the Finance Committee.

2.2 The Board of Selectmen, upon analysis and consideration of the information provided and gathered by them and in consultation with the Finance Committee, shall meet and shall no later than October 1st of the current fiscal year, issue a budget message outlining the current and projected financial condition of the Town and budgetary goals and objectives for the upcoming fiscal year.

2.3 The Executive Secretary shall, no later than November 1st, receive from town officers, boards, committees and department heads authorized by law to expend money detailed estimates of the amounts necessary for the proper maintenance of their departments and, consistent with the policy direction contained in the above mentioned Budget Message, submit an operation and capital budget for the upcoming fiscal year the the Board of Selectmen and Finance Committee. The budget shall be accompanied by such explanation and data as is necessary to support it. The Board of Selectmen and Finance Committee, either separately or jointly, shall review the budget submitted to them and shall hold such hearings and meetings as they deem necessary. The Board of Selectmen shall no later than February 15th, after making additions and deletions as it sees fit, adopt a final proposed operating and capital budget for the upcoming fiscal year to be presented to the annual town meeting. The Finance Committee shall, after due consideration recommend the amounts in which in their opinion should be appropriated for the ensuing year and shall accompany the same with such explanations and suggestions thereto as they may deem adviseable for the proper information of the voters. The Board of Selectmen shall print and distribute the recommendations and information together with the adopted budget and shall distribute this document to all residents of the Town at least 21 days prior to the Annual Town Meeting.

ARTICLE 15. It was voted unanimously that the Town authorize the Conservation Commission to accept a gift of land from the Great Elm Realty Trust II, said parcel situated easterly of Carlisle Rd., being shown as Parcel A on a plan entitled "Great Elm Subdivision, Westford, MA.", prepared by Stamski and McNari, Inc. for Great Elm Realty Trust II, dated Nov. 2, 1987 revised December 14, 1987, to be recorded at the Middlesex North Registry of Deeds; said land containing 10.852 acres, more or less, to be managed and controlled by the Conservation Commission for the promotion and development of their natural resources and for the watershed protection of the Town as authroized by Ch. 40, Section 8C of the General Laws.

ARTICLE 16. It was voted that the Town amend its Wetlands Protection By-Law as follows:

Amend Section 4: Applications for Permits, Requests for Determination and Fees, as follows:

In Paragraph 4, add the following language after Sentence 1:

"In addition, the applicant shall be required to compensate the Town for reasonable consultant services incurred in considering applications under this by-law. Said consultant services shall be limited to those necessary to adjudge the impact of the project and necessary mitigation measures in consideration of the purposes of this by-law and that wetland values named in Section 1 of this by-law and protected by this by-law, which include, but are not limited to public or private water supply: groundwater protection flood control; erosion and sedimentation control; storm damage prevention; water pollution prevention; fisheries, shellfish and wildlife habitat; and recreation and aquacultural values. Said consultant services shall be those of environmental scientists, hydrologists, civil engineers, and other professional specialists qualified to assess applications under this by-law and provide guidance to the commission as to whether a permit may be issued under standards stated in Section VI of this by-law and what mitigation measures may be necessary to protect the wetlands values listed above. Representative rate schedules of such consultants shall be kept on file on the Conservation Commission Office."

Under "Fee Schedule" add the following subsection 2 under item 1."

"4. No permit shall be issued under this by-law until all fees are paid."
(Finance Committee Approved)

ARTICLE 17. It was voted that the Town direct the Selectmen to petition the General Court to adopt home rule legislation authorizing the Town to lease real property in order to satisfy certain space and facilities needs of the Town over the short term.

(Finance Committee Approved)

ARTICLE 18. It was voted that the Town amend its by-laws by changing Article VI: Dogs, Section 3 so that the first sentence of said section reads:

> "No owner or keeper of any dog shall permit such dog, whether licensed or unlicensed, to run at large at any time."

The remainder of Section 3 shall remain unchanged.

ARTICLE 19. It was voted unanimously to dismiss this Article.

ARTICLE 20. It was voted that the Town add streetlights at the following locations as recommended by the Westford Police Department.

Pine Hill Road	Pole # 65
Nutting Road	Pole # 38
Pine Ridge Road	Pole # 38
Forge Village Road	Pole # 43
Carlisle Road	Pole # 9
Rt. 110/Robbins Road	Pole # 85/146
Lillian Road	Pole # 5

(Finance Committee Approved)

ARTICLE 21. It was voted that the Town transfer from the Water Surplus Account the sum of $100,000.00 for the purpose of carrying out pump testing of new well sites.

ARTICLE 22. It was voted unanimously that the Town raise and appropriate $150,000.00 for the purpose of installing corrosion control as part of the town water system; and that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of $150,000.00 and to issue and sell, as one issue or from time to time as two or more separate issues, serial bonds or notes of the Town aggregating $150,000.00 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chapter 44 of the General Laws, shall be in such form, shall bear shuch rates of interest, and shall mature at such times as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more than (10) years from the date thereof. (Finance Committee Approved)

ARTICLE 23. It was voted unanimously that the Town raise and appropriate the sum of $300,000.00 for the purpose of constructing a new pumping station; and that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of $300,000.00 and to issue and sell, as one issue or from time to time, as two or more separate issues, serial bonds or notes of the Town aggregating $300,000.00 in principal amount and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chapter 44 of the General Laws, shall be in such form, shall bear such rates of interest, and shall mature at such times as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more than ten (10) years from the date thereof. (Finance Committee Approved)

ARTICLE 24. It was voted to dismiss this Article.

ARTICLE 25. It was voted unanimously that the Town accept a gift from the Roudenbush Community Center Associates in the amount of $22,468.00.
(Finance Committee Approved)

ARTICLE 26. It was voted that the Town accept Mass. General Laws Ch. 148, Section 26H relative to the installation of sprinkler systems in certain lodging houses.

ARTICLE 27. It was voted that the Town authorize the Board of Library Trustees to apply for and accept any grants and gifts for the improvement of library services in Westford.

ARTICLE 28. It was voted that the Town accept the provisions of Mass. General Laws, Chapter 40, Section 8E relative to the establishment of a Youth Commission in Westford.

ARTICLE 29. It was voted that the Town accept the provisions of Ch. 41, Section 81U of the General Laws relative to expenditure of bonds and deposits delivered to towns as security by developers who later default on covenants and conditions of subdivision approvals.

ARTICLE 30. It was voted to dismiss this Article.

ARTICLE 31. It was voted unanimously that the Town appropriate the sum of $69,500 for data processing equipment and software services for an automated management information system in the Westford Police Department; that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of $69,500 and to issue and sell, as one issue or from time to time, as two or more separate issues, serial bonds or notes of the Town aggregating $69,500 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chapter 44 of the General Laws, shall be in such form, shall bear such rates of interest, and shall mature at such times as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more than ten (10) years from the date thereof.

(Finance Committee Approved0

ARTICLE 32. It was voted unanimously that the Town appropriate the sum of $60,000 for the purpose of acquiring a 2.5 parcel of land from Roy Smith, said parcel being described as parcel 34 on Assessors Map C4 and to authorize the Selectmen to acquire said parcel for municipal parking or other municipal purposes and that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of $60,000 and to issue and sell, as one issue or from time to time, as two or more separate issues, serial bonds or notes of the Town aggregating $60,000 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chapter 44 of the General Laws, shall be in such form, shall bear such rates of interest, and shall mature at such times as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more than ten (10) years from the date thereof.

(Finance Committee Approved0

ARTICLE 33. It was voted that the Town transfer the sum of $380,000.00 from Fund Balance - Free Cash this amount to be deducted by the Board of Assessors, under the provisions of Chapter 59, Section 53 of the General laws, as most recently amended, from the amount required to be assessed by them.

(Finance Committee Approved)

ARTICEL 34. It was voted unanimously that the Town adopt the following by-law under the provisions of Chapter 40A of the Genral Laws:

WATER RESOURCE PROTECTION ZONE BYLAW

Section 1: Purposes
This bylaw is established for the following purposes:

1. to protect the public health of the residents of the Town of Westford from contamination of existing and potential public groundwater supplies; and

2. to protect, preserve and maintain the aquifers and recharge areas of exisiting and potential groundwater supplies within the Town as sources of public water.

Section 2: Definitions

1. AQUIFER: A geologic formation composed of saturated permeable material that contains significant amounts of potable groundwater capable of being withdrawn for public use.

2. GROUNDWATER: all subsurface water that saturates the openings in rocks and unconsolidated deposits.

3. HAZARDOUS MATERIAL: Any substance or combination of substances, including any liquid petroleum product, that, because of quantity, concentration or physical, chemical or infectious characteristics, poses a significant present or potential hazard to water supplies or to human health if generated or disposed of into or on any land or water in this town. Any substance deemed a "hazardous waste" in Mass. Gen. Laws c. 21C, as amended, shall also be deemed a hazardous material for purposes of this bylaw.

4. IMPERVIOUS SERVICE: Natural or manmade material on the ground that does not allow surface water to penetrat into the soil.

5. OUTDOOR STORAGE: Any sotrage that is not in a structure with roof, floor and at least three sides, all on impervious material.

6. PUBLIC WELL: A well providing potable water to at least 15 service connections or serving on a regular basis at least 25 people.

7. RECHARGE: The process by which water is added to the saturated zone of an aquifer either by direct infiltration of rainfall or by indirect inputs from surface sources or from adjoining subsurface sources and either by reason of natural flow or by reason of pumping from a present or future well.

8. RECHARGE AREA: Any area of porous, permeable geologic deposits, especially, but not exclusively, deposits of sand and gravel, through which water from any source will recharge an aquifer.

9. SOLID WASTE: Any discarded solid material, putrescible or nonputrescible, conbustible of noncombustible, including, but not limited to, garbara and rubbish but not icluding stumps, brush and other vegetable material.

Section 3: Description of Zones and Subzones

3.1 Certaim Water Resource Protection District Zones and Subzones are hereby established within the Town. These Zones and Subzones contain aquifers and/or aquifer recharge areas as determined by standard geologic and hydrogeologic investigations that have included observation wells, existing boring data, geophysical techniques, pump tests, water samples and geologic maps. These Zones and Subzones have been modified in accordance with the provisions of Subsection 3.3 below.

3.2 The boundaries of the Water Resource Protection Zone and Subzones are delineated on a map at a scale of 1 inch = 1000 feet. This map, as it may be amended from time to time, is entitled "Water Resource Protection Zone, Town of Westord", is dated 1987, is on file in the office of the Town Clerk, and is hereby made part of this bylaw. These boundaries reflect the best hydrogeologic information available as of the date of the maps. In the event of a discrepancy between the map an the criteria that follow, the criteria shall control.

3.3 The boundaries of the Water Resource Protection Zone and Subzones have been adjusted to include wetlands and bodies of surface water surrounded by or adjacent to recharge areas and to follow property lines or street lines or identifiable physical features to facilitate locating them on the ground.

3.4 The Water Resource Protection Zone includes the following Subzones;
Subzone I: The area within a 400 foot radius of an exisiting public well.
Subzone II: The area above that portion of an aquifer that will contribute water to an exisiting public well, as determined by standard geologic and hydrogeologic investigation, under the most severe recharge and pumping conditions that can be realistically anticipated, that is, pumping at maximum safe yield for 180 days without recharge.
Subzone III: The recharge area to an exisiting public well or the area that is expected, based on current information derived from standard geologic and hydrogeologic investigation, to recharge a future public well.

Section 4: Regulated Activities

4.1 Each activity referred to in the following table of regulated activities is intended to have the same meaning as any equivilent use or activity specified in Article XII of the Westford Bylaws.

4.2 The Water Resource Protection Zone shall be considered as overlaying zoning districts established by Article XII of Westford Bylaws. Uses or activities not permitted in the underlying district shall not be permitted in the Water Resource Protection Zone.

4.3 Subject to the exceptions provided for in G.L. c. 40A sec. 6, as amended, this bylaw shall not apply to any of the activities listed in the following table of regulated activities that were in existence or operation on the effective date of this bylaw except for the following:

1) disposal of hazardous material;
2) outdoor storage of uncontained fertilizers, herbicides and pesticides;
3) outdoor storage of uncontained manure; and
4) outdoor storage of uncontained salt of deicing chemicals.

TABLE OF REGULATED ACTIVITIES

KEY: - Prohibited P Permitted SP Special Permit

PROHIBITED ACTIVITIES	SUBZONE I	SUBZONE II	SUBZONE III
1. Disposal of hazardous materials	-	-	-
2. Dry cleaning processing plants	-	-	-
3. Outdoor storage of uncontained fertilizers, herbicides, pesticides	-	-	-
4. Outdoor storage of uncontained manure	-	-	-
5. Junk yards and solid waste disposal areas	-	-	-
6. Outdoor storage of uncontained salt or deicing chemicals	-	-	-
7. Discharge of industrial process waste (treated or untreated) to surface water or groundwater	-	-a	-a
8. Commercial piggery	-	-	-
SPECIAL ACTIVITIES			
1. Storage of hazardous materials	-	P b	P b
2. Storage of liquid pertroleum products except for storage in a freestanding container within a building or above ground storage of fuel oil for consumptive use on the premises	-	-	SP b
3. Earth removal or mininin operations in accordance with Art. XIII of the Westford Bylaws	-	P	P

a. Not applicable to holders of a valid federal or state permit on the effective date of this bylaw or to their successors in title.

PROHIBITED ACTIVITIES	SUBZONE I	SUBZONE II	SUBZONE III
4. Discharge of liquid wastes in an amount required permitting approval of the Mass. Dept. of Envrionmental Quality Engineering	-	SP	SP
5. Dumping of salt contaminated snow	-	SP	SP

b. See Hazardous Material Bylaw for registration, testing and permitting requirements.

RESIDENTIAL ACTIVITIES			
1. Detached one-family dwelling	-	P	P
2. Conversion of dwellings	-	P	P
3. Open-space residential development in accordance with Article XII, Section 5.1 of the Westford Bylaws	-	P	P
4. Trailer, mobile or otherwise, in accordance with Article XII, Section 3.3 of the Westford Bylaws	-	P	P
5. Multi-family development	-	P	P

COMMUNITY ACTIVITIES			
1. Church or other religious uses	-	P	P
2. Facilities or areas for recreational purposes not operated for profit	-	P	P
3. Hospital or nursing home	-	SP	P
4. Cemetery	-	SP	P
5. Building or premises for municipal or educational use	-	SP	P
7. Public or Privately owned central wastewater treatments plants	-	SP	SP

PROHIBITED ACTIVITIES	SUBZONE I	SUBZONE II	SUBZONE III
AGRICULTURAL ACTIVITIES			
1. Conservation, open space, horticulture and floriculture except a greenhouse or stand for retail sale of products which are not all raised on the premises	-	P	P
2. Year-round greenhouse or nursery stand for wholesale and retail sale of agruculture, forestry, nursery or farm products which are raised on or off the premises	-	SP	SP
3. Agriculture tree nurseries and orchards	-	SP	SP
4. Forestry	-	P	P
BUSINESS ACTIVITIES			
1. Establishements selling goods at retail	-	SP	P
2. Business or professional offices	-	SP	P
3. Bank	-	P	P
4. Restaurant or other eating place	-	SP	P
5. Hotel, inn or motel	-	SP	P
6. Combined business and residential use in accordance with Article XII, Section 3.3 of the Westford Bylaws	-	P	P
7. Lodge or club	-	SP	P
8. Convalescent home or sanitarium	-	SP	P
9. Funeral establishment	-	SP	P
10. Veterinary hospital	-	SP	P
11. Establishments for boarding, renting and sale of animals	-	SP	P
12. Personal services establishment	-	SP	P

PROHIBITED ACTIVITIES	SUBZONE I	SUBZONE II	SUBZONE III
13. Facilities or areas operated for profit for recreational purposes	-	SP	P
14. Car Wash	-	-	SP
15. Automobile service stations, repair establishments and garages	-	-	SP
16. Sale of motorized vehicles	-	SP	P
INDUSTRIAL ACTIVITIES			
1. Warehousing as a principal activity	-	SP	SP
2. Repair of trucks & heavy equipment	-	-	P
3. Light manufacturing	-	SP	P

Section 5. Special Permits

5.1 The Planning Board is established as the Special Permit Granitng Authority ("SPGA") for purposes of this bylaw.

5.2 Upon receipt of a Special Permit application, the SPGA shall transmit one copy each to the Board of Health, the Conservation Commission, the Building Inspector and the Water Deparmtment for their written recommendations. Each such application shall contain a complete description of the proposed activity, together with appropriate hydrogeologic and engineering data to allow review of the impact the proposed activity will have on the Water Resource Protection Zone.

5.3 The Board of Health shall provide the SPGA with a technical review of any application for a special permit and any other technical assistance that the SPGA may request. The Board of Health shall also provide the SPGA with a recommendation as to the action to be taken on any such application.

5.4 The SPGA and/or the Board of Health may retain qualified experts at the reasonable expense of the applicant in order to evaluate the application.

5.5 After notice and public hearing, and after due consideration of any recommendations received from the Board of Health and from other local boards within 35 days of the date copies were transmitted to them, the SPGA may grant a special permit;

provided that if the granting of the special permit is contrary to the recommendation of the Board of Health, the SPGA shall include in its records a written statement of its reasons for disregarding the recommendation of the Board of Health; and provided further that the SPGA shall include in its records written findings that the proposed activity:

1. is consistent with the purposes and intent of this bylaw;

2. is appropriate to the hydrogeology, natural topography, soils and other characteristicis of the site to be developed;

3. will not, during construction or thereafter, have a significant adverse environmental impact on any of the subzones of the Water Resource Protection Zone; and

4. will not adversely affect an exisiting or desingated future public well.

(Planning Board Approved)

ARTICLE 35. It was voted unanimously that the Town amend its by-laws to reassign Article and Section Numbers to account for recent amendments to those by-laws.

It was voted unanimously to adjourn the Annual Town Meeting at 5:20 p.m.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

SPECIAL TOWN MEETING
AUGUST 10, 1988

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at Abbot Middle School on Wednesday, August 10, 1988, called to commence at 7:30 p.m., the following business was transacted:

Election Officers, using voting lists, acted as tellers at the doors. A quorum was present.

William Kavanagh, Town Moderator, called the meeting to order at 7:40 p.m.

ARTICLE 1. It was voted unanimously that the Town raise and appropriate the sum of $13,450.00 to Account Numbers 2200.37 and 2200.40 in amounts totaling $13,450.00 - Fire fighter Wages and Operating for the fiscal year ending June 30, 1989.

(Finance Committee Approved)

ARTICLE 2. It was voted that the Town amend Section 3 of the Consolidated Classification, Compensation Plan and Personnel By-laws of the Town of Westford, effective July 1, 1988, by replacing or adding minimum/maximum salaries as follows:

	MINIMUM	MAXIMUM
Assistant Executive Secretary	$ 20,000.00	$ 30,000.00
Maintenance Supervisor	$ 18,000.00	$ 27,000.00
Recreation Director	$ 18,000.00	$ 27,000.00
Assistant Assessor	$ 22,500.00	$ 35,700.00
Police Lieutenant	$ 26,000.00	$ 42,400.00

and that the Town raise and appropriate the following sums to the respective accounts for personbal services during the fiscal year ending June 30, 1989.

Account No. 4520.15 - Water Department Clerical	$ 1,692.00
Account No, 5130.13 - Sanitarian	$ 520.00
Account No. 1610.12 - Town Clerk	$ 1,500.00
Account No. 1410.13 - Assistant Assessor	$ 1,075.00
Account No. 2100.14 - Police Lieutenant	$ 2,375.00

(Finance Committee Disapproved)
(Personnel Board Disapproved Asst. Assessor & Police Lieut. items)

ARTICLE 3. It was voted unanimously that the Town raise and appropriate the sum of $3,500.00 for the purpose of carrying out interior renovations at the Westford Police/Fire Complex, including the elimination of two architectural barriers at the entrances to the Police and Fire Stations.
(Finance Committee Approved)

ARTICLE 4. It was voted unanimously that the Town raise and appropriate the sum of $4,830.00 for the purpose of innoculation of officers of the Westford Police Department against infection from Hepatitis-B virus.
(Finance Committee Approved)

ARTICEL 5. It was voted unanimously that the Town raise and appropriate the sum of $34.00 for the purpose of correcting a payroll error in a previous fiscal year. (Finance Committee Approved)

ARTICLE 6. It was voted unanimously that the Town raise and appropriate the sum of $40,000.00 to Account No. 5441,40 - Veterans' Benefits for benefits during the previous fiscal year.

ARTICLE 7. It was voted unanimously that the Town raise and appropriate the sum of $5,000.00 to Account No. 1510.00 - Law Dept. Operating Expenses for the fiscal year ending June 30, 1989.
(Finance Committee Approved)

ARTICLE 8. It was voted unanimously that the Town raise and appropriate $210,485.00 to be placed in the Stabilization Fund in accordance with provisions of Chapter 40, Section 5B of the General Laws.
(Finance Committee Approved)

ARTICLE 9. It was voted unanimously that the sum of $70,000.00 be raised and appropriated for the purposes of closing out the former Sanitary Landfill; and to meet said appropriation, that the Treasurer, with the approval of the Selectmen, is hereby authorized to borrow the sum of $70,000.00 under and pursuant to Chapter 44, Section 7 of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds and notes therefore, which shall be paid in not more than fifteen (15) years from the date thereof. The forgoing authority to be reduced by any federal or state grants received for the above purpose. (Finance Committee Approved)

ARTICLE 10. It was voted that the Town clarify the purposes for which funds may be expended from Account No. 1419, 40 - Assessors' Commerical/Industrial Valuation and Inspection Contract.

ARTICLE 11. It was voted that the Town raise and appropriate the sum of $46,000.00 to the School Dept. Operating Budget for the purpose of meeting projected special education tuition costs during the fiscal year ending June 30, 1989. (Finance Committee Approved)

ARTICLE 12. It was voted unanimously that the Town raise and appropriate the sum of $49,260.00 for the purpose of funding a collective bargaining agreement with the International Brotherhood of Police Officers, Local 326 covering the period July 1, 1987 through June 30, 1988. (Finance Committee Approved)

ARTICLE 13. It was voted unanimously that the Town raise and appropriate the sum of $63,582.00 to accounts listed below for the fiscal year ending June 30, 1989, in accordance with the collective bargaining agreement with the International Brotherhood of Police Officers, Local 326.

ACCOUNT NO. 2101.22	Sergeants Wages	$ 23,078.00
ACCOUNT NO. 2102.23	Patrol Officers Wages	$ 17,647.00
ACCOUNT NO. 2101.33	Court Appearances	$ 7,309.00
ACCOUNT NO. 2101.34	Deatails	$ 98.00
ACCOUNT NO. 2101.30	Overtime	$ 12,757.00
ACCOUNT NO. 2101.35	Police Training	$ 1,799.00
ACCOUNT NO. 2101.31	Shift Differential	$ 894.00
TOTAL		$ 63,582.00

(Finance Committee Approved)

ARTICLE 14. It was voted that the Town raise and appropriate the sum of $3,308.00 for the purpose of retroactively adjusting the salary of the Chief of Police during the period July 1, 1987 and June 30, 1988 in accordance with Mass. General Laws.

(Finance Committee Approved)

ARTICLE 15. It was voted unanimously that the Town raise and appropriate the sum of $8,851.00 to Account No. 2100.13, Police Chief Salary for the fiscal year ending June 30, 1989.

(Finance Committee Approved)

It was voted unanimously to adjourn the Special Town Meeting at 8:30 p.m.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

BOARD OF ASSESSORS

OVERVIEW

During 1988, the Board completed most of the data cleanup activities and initiated the fiscal year 1990 revaluation effort. The recently completed Tax Map effort identified a small number of parcels with unknown owners and a few parcels that could not be found. The Board initiated action to resolve these problems. In addition, we reviewed our current ownership records and change procedures to insure that they are current and effective.

CHAPTER 61/61A/61B

On 1 January 1988, we placed 61 parcels, with a total area of 2,554 acres, under the forestry, agricultural/horticultural, or recreational land tax incentive provisions of the Massachusetts General Laws. On 1 January 1987, 60 parcels, with a total area of 2,699 acres, were placed under these provisions.

EXEMPTIONS

In fiscal year 1988 we granted 228 statuatory exemptions(i.e. Veterans, Elderly, Blind, etc) worth $51,318 in tax abatements. In fiscal year 1987, 225 exemptions, worth $68,645, were granted. The downward trend in number and value has been ongoing since fiscal year 1983.

TAX-EXEMPT REAL PROPERTY

For fiscal year 1989, we approved 195 parcels, with a total area of 2,811 acres, as qualifying for tax exempt status. Of these, 144 parcels, with a total area of 1,752 acres, are owned by Westford. For fiscal year 1988, 192 parcels with a total area of 2,756 acres were approved. Westford owned 145 parcels with a total area of 1,769 acres.

FY 89 TAX BILLS AND ABATEMENTS

The Commonwealth's Department of Revenue certified our tax rate on 29 Sep 88 and bills were mailed on 12 Oct 88. We received 45 abatement applications(39 real property and 6 personal property) for fiscal year 1989. We denied 17(14 real property and 3 personal property), rejected one late application(real property) and approved the remainder. The number of abatement applications being submitted has been in a general down trend since the last revaluation.

APPELLATE TAX BOARD

As of the 31 Dec 88, we have six Appellate Tax Board cases pending. Of these six cases, two are residential appeals from fiscal year 1986 and the remaining four is a commercial appeal that was submitted for fiscal years 1986, 1987, 1988 and 1989. The three fiscal year 1986 and one fiscal year 1987 appeals are scheduled to be heard in May 89.

Tenneco, Incorporated's personal property valuation is determined annually by the Commonwealth's Department of Revenue and the Company appealed their fiscal year 1982 thru 1986 valuations to the Appellate Tax Board. The Appellate Tax Board ruled in Tenneco's favor and the

Commonwealth appealed the decision to the Supreme Judicial Court. On 27 Dec 88, a final settlement was made on this matter and we abated $3,822(which represented Westford's pro-rated share). This amount includes valuation adjustments for fiscal years 1987 thru 1989.

NEW TAX MAPS

In 1986, we contracted with James W. Sewall Company of Old Town, Maine to replace our notoriously inaccurate Tax Maps. Sewall Company delivered the new Tax Maps on 13 Sep 88. The new maps are a vast improvement over the old maps; however, due to the extreme inaccuracies in our old maps, some errors in the new maps were detected. Sewall Company will correct these errors, at no cost to Westford, when the maps are updated for calandar year 1988 changes in Spring 1989.

Due to the late delivery of the new maps, we decided not to convert our computer records to the new parcel numbering system until after we enter all the property record card changes. We expect the conversion to take place by March 1989 and property owners will see the new parcel numbers in their fiscal year 1990 tax bills.

At the request of the Board of Water Commissioners and the Board of Selectmen, we amended the Tax Map contract in 1986 to obtain Water Distribution System Maps and to obtain Floodplain overlays to the Tax Maps, respectively. The Water Distribution Maps were delivered to the Water Department on 30 December 1988 and the Floodplain overlays were delivered to the Conservation Commission on 21 October 1988.

The new Tax Mapping effort identified eights parcels that could not be found and thirty-one parcels whose ownership is unknown. We plan to resolve these problems during calandar year 1989.

PROPERTY OWNERSHIP

The Board of Assessors are required to maintain a record of current ownership for all taxable real property within Westford. As a result of the new tax mapping effort, we could not find deeds for 101 real property parcels that matched the owner of record in our files (50 of these parcels are listed in our records as Westford owned). We plan to resolve this problem during calandar year 1989.

PROPERTY RECORD CARD VERIFICATION

As a result of detecting a high amount of inaccurate data in our property data base, we contracted with Batchelder Associates, Incorporated of Andover, Massachusetts on 30 January 1987 to visit all residential property and verify the information on our Property Record Cards. Batchelder Associates completed this effort on 9 July 88 and verified 100% of the exterior and over 95% of the interior data.

On 15 Aug 88, we contracted with Mrs. Phyliss Schmeichel of Westford, Massachusetts to convert the Property Record Card changes to a format suitable for entry into the master computer data file and, on 7 Nov 88, we contracted with Mrs. Kay Salem of North Reading, Massachusetts to enter the changes into the computer. As of 31 Dec 88, we have updated over 80% of the computer records and we expect to complete

this activity by February 1989.

In calandar year 1989, we will verify and update the Commercial and Industrial Property Record Card data as part of the fiscal year 1990 revaluation effort.

FY 90 REVALUATION

On 18 Jun 87, the Commonwealth's Department of Revenue approved our request to delay the triennial revaluation from fiscal year 1989 to fiscal year 1990. On 18 December 1987, the Department of Revenue approved our revaluation program and schedule.

On 15 Sep 88, we contracted with Cole-Layer-Trumble Company of Vernon, Connecticut to accomplish the revaluation of all commercial and industrial real property. We received five acceptable responses to our 12 July 1988 Request For Proposal and Cole-Layer-Trumble Company was the low bidder. The selection of Cole-Layer-Trumble provided us with an added benefit since they accomplished our fiscal year 1986 revaluation and the same personnel who worked on the commercial/industrial effort in 1986 will be used for the fiscal year 1990 revaluation.

On 3 Nov 88, we contracted, sole-source, with Vinson Rasta Associates of Chestnut Hills, Massachusetts to revalue the commercial and industrial personal property. Vinson Rasta Associates accomplished this same effort for the fiscal year 1986 revaluation and, consequently, developed an excellent knowledge base for application in the fiscal year 1990 effort.

PERSONNEL

Lewis English decided not to seek re-election and Rodney Young was elected to this seat. Hal Schreiber was re-elected to his fifth term as Chairman.

MISCELLANEOUS

Two listings of the fiscal year 1989 taxable and non-taxable property(with assessed values) were provided to the Library and are available for review in the Reference Room. One listing is sorted by street and the other by property owner's name. We have attached to this report the fiscal year 1989 tax rate computation, property use and valuation profiles and valuation growth information. We welcome your requests as to what information you would like to see in the Library or included in future Town Reports.

Respectfully submitted by:

Hal R. Schreiber, Chairman
Geraldine Healy-Coffin
Rodney G. Young

FY89 TAX RATE COMPUTATION

A. Amount To Be Raised:

1.	Appropriated (Gross - $1,289,000 Borrowing)	$ 20,202,604	
2.	Debt and Interest	832,150	
3.	Deficits	0	
4.	Offsets	82,191	
5.	State and County Charges	52,688	
6.	Overlay Reserve	118,715	
			$ 21,288,348

B. Receipts and Revenue:

1.	State	$ 4,628,103	
2.	Local	2,589,129	
3.	Free Cash - Appropriated	269,442	
4.	Available Funds	705,257	
5.	Free Cash - Tax Rate Reduction	380,000	
			8,571,931
C.	Amount Raised By Taxation:		$ 12,716,417

D. Valuation:

1.	Real Property	$848,570,600	
2.	Personal Property	14,730,000	
			$863,300,600

E. Tax Rate $\frac{\$\ 12,716,417}{863,300,600}$ X 1,000 = $14.73

PROPERTY ASSESSMENT CHANGE LIST

	JANUARY 1, 1987	JANUARY 1, 1988	DIFFERENCE
Real Property	$787,501,550	$848,570,600	$61,069,050
Personal Property	13,586,200	14,730,000	1,143,800
	$801,087,750	$863,300,600	$62,212,850

Source of Difference:	
New Construction/Additions/Alterations	$ 43,093,500
Subdivision Parcels and Condominiums	18,531,500
Personal Property	1,317,600
Net Change in Chapter 61/61A/61B Property	167,400
Abatements	(897,150)
	$ 62,212,850

PROFILE OF TAXABLE REAL PROPERTY - LAND USE (JANUARY 1, 1988)

USE	ACREAGE (A)		TOTAL VALUE	
1. Residential:				
A. Single Family	4,684	31.1%	$559,635,750	66.0%
B. Multi-Family	233	1.5%	23,318,100	2.7%
C. Condominiums	407	2.7%	42,133,500	5.0%
D. Vacant Land	3,398	22.5%	25,614,050	3.0%
2. Open Space:	867	5.8%	5,951,800	.7%
3. Commercial :				
A. Improved (Building)	433	2.9%	78,137,500	9.2%
B. Vacant Land	331	2.2%	7,981,300	.9%
4. Industrial:				
A. Improved (Building)	780	5.2%	74,374,500	8.8%
B. Vacant Land	284	1.9%	6,071,900	.7%
5. Forestry/Agricultural/ Recreation	2,554	16.9%	4,878,200	.6%
6. Mixed Use:				
A. Commercial & Residential	118	.8%	7,991,200	.9%
B. Open Space & Residential	987	6.5%	12,482,800	1.5%
	15,077	100.0%	$848,570,600	100.0%

PROFILE OF NON-TAXABLE REAL PROPERTY - LAND USE (JANUARY 1, 1988)

USE	ACREAGE (A)		TOTAL VALUE	
1. Town of Westford	1,804	64.2%	$47,410,200	80.0%
2. Educational Organizations	567	20.2%	4,246,600	7.2%
3. Charitable Organizations	401	14.2%	4,191,450	7.1%
4. Churches	31	1.1%	3,103,800	5.2%
5. Commonwealth of Massachusetts	8	.3%	309,600	.5%
	2,811	100.0%	$59,261,650	100.0%

PROFILE OF TAXABLE REAL PROPERTY - PARCEL SIZE (JANUARY 1, 1988)

	SIZE (A)	ACREAGE (A)	
1.	1/4 and less	130	0.9%
2.	1/4 - 1/2	364	2.4%
3.	1/2 - 3/4	424	2.8%
4.	3/4 - 1	1,164	7.7%
5.	1 - 3	2,166	14.4%
6.	3 - 5	957	6.4%
7.	5 - 10	1,288	8.5%
8.	10 - 20	1,690	11.2%
9.	20 - 50	2,759	18.3%
10.	50 - 100	1,935	12.8%
11.	over 100	2,200	14.6%
		15,077	100.0%

PROFILE OF NON-TAXABLE REAL PROPERTY - PARCEL SIZE (JANUARY 1, 1988)

SIZE (A)	ACREAGE (A)	
1. 1/4 and less	2	0.1%
2. 1/4 - 1/2	6	0.2%
3. 1/2 - 3/4	6	0.2%
4. 3/4 - 1	8	0.3%
5. 1 - 3	36	1.3%
6. 3 - 5	48	1.7%
7. 5 - 10	196	7.0%
8. 10 - 20	426	15.1%
9. 20 - 50	1,013	36.0%
10. 50 - 100	714	25.4%
11. over 100	356	12.7%
	2,811	100.0%

PRINCIPAL AND INTEREST ON LOANS
JULY 1, 1987 - JUNE 30, 1988

DATE	LOAN	PRINCIPAL	PRIN. & INT. 6-30-87	PRIN. & INT. 7-1-87 - 6-30-88	BALANCE
8-15-85	School Roof	200,000.00	40,000.00 11,152.78	40,000.00 8,922.22	120,000.00 13,383.34
1026-87	School Roof	244,000.00			244,400.00 49,099.60
8-15-86	School Boiler	106,000.00		21,200.00 5,373.61	84,800.00 10,747.22
7-15-68	Robinson Elementary	1,175,000.00	1,164,000.00 54,1800.00	55,000.00 3,712.50	55,000.00 1,237.50
				P 116,200.00 18,008.33	284,200.00 74,467.66
5-24-88	Smith Land	60,000.00			60,000.00 3,193.75
9-1-87	Sanitary Landfill	1,100,000.00		1,100,000.00 53,570.00	
5-19-87	Library Addition	2,280,000.00		165,000.00 141,090.00	2,115,000.00 946,905.00
10-8-87	Byrne Avenue	83,000.00			83,000.00 8,715.00
6-19-86	Texas Road	75,000.00	25,000.00 3,802.08	25,000.00 2,534.72	25,000.00 1,267.36
2-12-86	Computer	62,000.00	22,000.00 3,771.67	20,000.00 2,433.33	20,000.00 1,216.67
2-11-85	Computer	68,000.00	46,000.00 6,301.35	22,000.00 1,226.81	
11-12-85	Beech Road	24,700.00	12,350.00 1,235.00	12,350.00 617.50	
				P 1,344,350.00 I 201,472.36	2,303,000.00 961,297.78

PRINCIPAL AND INTEREST ON LOANS (CONT'D)

DATE	LOAN	PRINCIPAL	PRIN. & INT. 6-30-87	PRIN. & INT. 7-1-87 - 6-30-88	BALANCE
10-30-87	Water Study	110,000.00			110,000.00
					15,621.08
6-15-83	Sparks Hill	485,000.00	200,000.00	50,000.00	235,000.00
			71,475.50	18,850.00	80,593.25
3-31-87	Howard Road	130,000.00		26,000.00	104,000.00
				6,608.33	13,184.17
2-14-83	Littleton Road	25,745.00	20,745.00	5,000.00	
			5,112.90	365.00	
				81,000.00	449,000.00
				25,823.33	109,398.50

TREASURER'S REPORT

JULY 1, 1987 - JUNE 30, 1988

CASH BALANCE 6-30-87	4,124,685.93	
TOTAL RECEIPTS 6-30-88	29,410,487.25	33,535,173.18
TOTAL PAYMENTS 7-1-87 - 6-30-88	31,307,978.65	
BALANCE ON HAND 6-30-88	2,227,194.53	33,535,173.18

Paula Brule
Treasurer - Collector

TRUST FUND REPORT
JULY 1, 1987 TO JUNE 30, 1988

TRUST FUND	PRINCIPAL	INT. AS OF 6-30-87	INT. REC. 7-1-87 - 6-30-88	WITHDRAW	BALANCE 6-30-88
Perpetual Care	120,762.50	17,464.21	9,058.00	10,800.00	136,484.71
Charles Colburn	1,500.00	321.96	191.23		2,013.19
William Wright	5,000.00	3,127.86	688.70		8,816.56
Lyman Wilkins	1,413.11	1,220.23	212.74		2,846.08
J. Herbert Fletcher	500.00	556.74	84.22		1,140.96
Alonso Reed	1,500.00	1,548.80	167.66		3,216.46
Metcalf & Soldiers	1,300.00	5,070.80	273.37		6,644.17
Book Fund	13,000.00	2,058.31	1,006.46	1,169.50	14,895.27
Lecture Fund	30,000.00	3,073.32	2,190.63	5,140.60	30,123.35
All Purpose	17,597.58	212.98	1,630.82	1,786.30	17,655.08
Library Trustee	30,925.95	1,015.75	2,273.63	2,994.66	31,220.67
J.V. Fletcher Library	51,697.54	4,043.14	2,917.15	4,564.00	54,093.83
Rainville Ed.	5,000.00	83.26	358.08		5,441.34
Conservation	172,873.73	47,315.66	15,511.21		235,511.21
Whitney Tree	2,500.00	6,108.71	329.44		8,938.15
Whitney Playground	10,000.00	17,585.27	1,764.48		29,349.75
	465,570.41	110,807.00	38,657.82	26,455.06	588,580.17

TAX COLLECTOR'S REPORT
JULY 1, 1987 - JUNE 30, 1988

YEAR AND TAX	COMMITTMENT	COLLECTIONS	ABATEMENT	REFUNDS	TAX TITLES	BALANCE 6-30-87
Thru 1982	156,922.97	1,685.50		170.95		155,408.42
1983						
Excise	8,364.78					8,364.78
Personal Property	3,505.61					3,505.61
1984						
Real Estate	6,856.49				5,515.82	1,340.67
Personal Property	636.35					636.35
Excise	20,274.56					20,274.56
1985						
Real Estate	29,531.26	14,677.57		100.00	4,977.70	9,975.99
Excise	28,957.04	9,584.17	163.81	772.43		19,981.49
Boat	612.50					612.50
Personal Property	1,280.68	158.23				1,122.45
1986						
Real Estate	193,109.86	70,132.63		761.34	24,864.35	98,874.22
Personal Property	4,152.31					4,152.31
Excise	34,083.09	26,994.58	1,824.60	1,007.66		6,271.57
Boat	230.98					230.98
1987						
Real Estate	681,754.57	503,035.10		8,375.96	44,392.74	142,702.69
Personal Property	5,201.54	348.31	651.28	29.03		4,230.98
Excise	497,765.30	381,078.16	25,148.25	7,566.27		99,105.16
Boat	531.00	501.00	30.00	15.00		15.00
1988						
Real Estate	11,327,431.01	10,715,692.45	80,558.11	53,297.97		584,478.42
Excise	793,804.33	484,172.48	21,570.22	3,507.85		291,569.48
Personal Property	245,094.18	235,423.45		353.98		10,024.71
Boat	2,324.00	1,106.75	558.25			659.00
	14,042,424.41	12,444,590.38	130,504.52	75,958.44	79,750.61	1,463,537.34

REPORT OF THE BUILDING COMMISSIONER

PERMITS ISSUED.....1935

FEES COLLECTED IN 1988.....$112,265

Dwelling	87
Additions/renovations	265
Antenna	2
Sheds	27
Stoves/Chimneys	46
Use Permits	4
Reroof/Siding	26
Garages	23
Razing	13
Pools	28
Signs	40
Commercial Buildings	11
Commercial Renovations	32
Foundations	8
Tents	2
Place of Assembly	38
Temporary Trailers	1
Farm Building	3
Flag Pole	1
Plumbing	424
Gas	377
Electrical	477

I am pleased to report that our Department was self supporting again this year. I also wish to thank the residents and Town Departments of Westford and special thanks to everyone in the Building Department for the cooperation I received throughout the year.

Respectfully submitted,

Austin Fitzsimmons
Building Commissioner

WESTFORD BOARD OF HEALTH ANNUAL REPORT 1988

Immediately after the Town Election in 1988, the Westford Board of Health voted to remain organized as follows:

Chairman:	Charles G. Colburn, M.D.
Vice-Chairman:	Charles A. Menzie, Ph.D.
Secretary:	Charles S. Landino
Members:	Robert LeGacy, Mark Mulligan

Charles A. Menzie was re-elected to a three year term in the 1988 Town Election.

The Board of Health is supported by the positions of Sanitarian/Health Agent, Director of Nursing Services/Town Nurse and Administrative Secretary. The Board is also supported by the part-time positions of Animal Inspector, Animal Bite Inspector, Stable Inspector, and Pump and Well Inspector.

Zachary Peters, our new Sanitarian in 1987, resigned in 1988 to persue a career with the Department of Environmental Quality Engineering. In September the Board recruited Mr. Kevin Johnston to the position of Sanitarian/Health Agent. Mr. Johnston had previously been with Nashoba Associated Boards of Health. He has a Bachelor Degree, is a Registered Sanitarian, and brings over ten years of public health experience to his new position in Westford.

This year the Board voted to order fluoridation of the public water supply in Westford. This unanimous vote came at the end of a series of hearings and discussions, following a process dictated by state law. Under the terms of state law, the State will fully fund the process of engineering and installing the fluoridation equipment, and will contribute partial funding of the fluoride compound itself. Implementation of fluoridation is expected to take several years.

The Board voted this year to officially close the former Sanitary Landfill, which is off Cold Spring Road, by de-assigning the site as a landfill. This culminates the long process of closing and capping the landfill which was begun in 1985 by the Selectmen and Landfill Closure Committee.

FEES COLLECTED FOR THE YEAR ENDING DECEMBER 31, 1988

LOT TESTING	$27,450
SEPTIC PERMITS	11,450
HAULER & INSTALLERS LICENSE	3,025
PERMIT TRANSFERS & RENEWALS	595
SEPTIC EVALUATIONS & REPAIRS	2,000
FOOD SERVICE PERMITS	3,995
RETAIL FOOD PERMITS	175
MILK LICENSES	17
BEACH & POOL PERMITS	250
STABLE & PIGGERY PERMITS	75
CAMPING/HOTEL/MOTEL PERMITS	150
TOTAL FEES TURNED OVER TO TREASURER	$49,282

Respectfully submitted,

Charles S. Landino

Director of Nursing Services/Town Nurse Report

This year we focused on community assessment and program development. We distributed a comprehensive Health/Environmental Survey to every household in Westford, which provided detailed information about needed and requested programs. Over 2000 residents completed and returned the questionnaire. Several area hospitals and organizations requested our results to help them improve their health services. We spent a great deal of time developing long range departmental goals and objectives for the coming years.

Based on information obtained from the survey, we offered cholesterol, blood pressure and mammogram screenings. We also presented educational programs on a variety of topics to the schools and community. In cooperation with the Chelmsford Board of Health, we held a Health Fair in May.

Once again we received recognition from the American Heart Association for our participation in their Heart At Work program for Town employees. Because of the level of participation at screenings and other health activities, the A.H.A. named Westford's program the most successful in Massachusetts.

The Board of Health and local area dentists and school nurses, provided the School Dental Program. This service offers free cleanings, screenings, and fluoride treatments to grades 2-4-6, and screenings to grades K and 3.

In 1988 families and physicians increased the number of requests to provide health-supervision home visits. Participation in screenings and other health services also increased significantly since last year. We hope more people are now aware of the services we offer, are becoming educated about risk factors and are taking the necessary preventive steps to improve their health.

We would like to express our sincere appreciation to the many individuals, Town departments, organizations and corporations who volunteered their time and financial support to assist us. Without their help we would not have been able to provide many of our services.

Respectfully submitted,

Sandy Collins, R.N.

Summary of Services

Well Child Clinic	63
Adult Maintenance Clinic	126
Flu Clinics	370
Hepatitis B Vaccination	53
Tuberculosis Skin Testing	40
Immunizations(Polio,MMR,HIB,DPT,Td)	161
Hypertension Screenings	736
Home Visits	97
Lead Screenings	33
Cholesterol Screenings	567
Mammogram Screenings	77

Communicable Disease Report

Salmonella	4
Giardia	2
Campylobacter	1
TB (Active Cases)	1
Hepatitis A	1
Hepatitis B	1
Pertussis	1
Chicken Pox	51

School Dental Program Statistics

GRADE K

206 Eligible
85 Participated
14 Referred

GRADE 2

205 Eligible
101 Participated
32 Referred

GRADE 3

197 Eligible
91 Participated
42 Referred

GRADE 4

182 Eligible
102 Participated
49 Referred

GRADE 5

202 Eligible
86 Participated
37 Referred

HIGHWAY AND PARK DEPARTMENTS

Gentlemen:

I am pleased to submit herewith my Annual Report as Superintendent of Streets and Parks.

The following work was done by the Highway and Parks Departments during 1988 and 1989:

Snow and Ice Removal

As of February 7, 1989, four thousand seven hundred tons of sand and one thousand fifty tons of salt were used on the streets in Town.

The following are the major times the Highway Department was out for storms:

February	12, 13	1988	Snow 11"	Salt/Plow/Sand
February	19		Snow to rain	Salted
March	4		Snow 5"	Salt/Plow/Sand
March	15		Light snow	Sanded
December	5		Light snow	Salt & Sand
December	11		Light snow	Salt & Sand
December	13, 14		Snow to freezing rain	Salt & Sand
December	23, 24, 25		Snow to freezing rain	Salt & Sand
January	7	1989	Light snow	Sanded
January	8		Light snow	Sanded
January	12, 13		Snow to freezing rain	Salt & Sand
January	15		Rain freezing on St.	Sanded
January	19		Freezing rain	Sanded
January	26		Snow 2 1/2"	Salt/Plow/Sand
February	2, 3		Freezing rain	Salt & Sand
February	6		Light snow	Sanded

Town Roads

This year 368 tons of Bituminous Concrete and 400 tons of stone and gravel were used on Town Roads.

Wages for all streets that were resurfaced under materials were paid out of the Town Roads account.

Regular maintenance under this account consisted of cleaning of catch basins and manholes, cleaning drainage ditches, cutting brush, repair guard rails, patching, sweeping and picking up trash along road sides. Graveling and grading all Town gravel roads, installing berm and cutting and clearing trees from roadways during and after storms.

Materials

(Chapter 637 - Chapter 811)

The following streets were resurfaced with Bituminous Concrete or treated stone and asphalt:

Blaney Street	1,168 square yards
Blaisdell Road	2,311
Beaver Brook Road	10,637
Boston Road	10,697
Coolidge Avenue	2,311
Coldspring Road	12,907
Gould Road	5,611
Graniteville Road	10,637
Keyes Road	19,916
Long Sought For Pond Road	3,334
Maple Street	3,334
Makepeace Road	3,334
Oak Hill Road	2,667
Plain Road	19,697
Pine Street	4,559
Shea Road	1,168
Tenney Road	7,480
Forge Village Road	2,311
Forge Village Ballfield	2,311

The resurfacing of Graniteville Road will be completed this spring.

Cross Street

Cross Street was extended 300', granite curbing was installed, a sidewalk built and said street was resurfaced with Bituminous Concrete.

Chapter 90 Construction

Work on Carlisle Road consisted of; installation of drainage, tree cutting, removal of stumps, excavating of shoulders, widening (the roadway was widened to 24 feet where it was less than 24 feet), and installing three foot shoulders.

Twenty five hundred feet were resurfaced with Bituminous Concrete.

Park Department

This year the Whitney Playground, Town Commons, Monuments, Library, Graniteville, Forge Village, Nabnasset and Parkerville ball parks were limed and fertilized. All shrubbery was trimmed and the grass cut and raked. Leaves were picked up around the common and parks this fall.

For Memorial Day, geraniums were placed on the Town Commons and on the Monuments.

Sand was hauled into Edwards Beach and the Forge Village Beach.

With the donation of materials from the Westford Garden Club, and the expertise of Richard Crocker of Nashoba Valley Electrical and Jim Dolson of the Westford Highway Department, a 200 AMP undergroung wiring system was installed on the Town Common.

Betterments

The construction of Wilson Lane, Hadley Road, Edwards Ave. and Trails End Road was started in October. Trees were cut, stumps removed, drainage was completed and Wilson Lane, Hadley Road and a section of Edwards Ave. was excavated and graveled. Work on those streets will be completed in the spring.

Drainage

Dunstable Road	300' of 12" ADS Perforated 2 catch basins
Forrest Road	40" of 12" ADS Perforated 1 catch basins
Pine Ridge	60' of 12" ADS Perforated 1 catch basins
Main Street	116" of 12" ADS Perforated
Long Sought For Pond Road	Rebuilt stone culvert

Sidewalks

A section of sidewalk was installed on Boston Road.

I wish to express my sincere thanks to the Board of Selectmen for their full cooperation and to all members of the Highway Department, who have been most cooperative. In addition, my thanks to the members of the Police Department.

George W. Wyman
Superintendent of Streets and Parks

REPORT OF FIRE DEPARTMENT CALLS 1988

Ambulance	618
Requests for ALS	131
Assistance	40
Appliance	21
Boiler Problem	8
Box Alarms:	
Trouble	130
False	191
Tests	287
Brush and Grass	22
Building	4
Car and Truck	40
Chimney	8
Downed Wires	23
Dumpster	2
Electrical Problems	5
False (telephone)	18
Fire Drills Schools Recorded	52
Gas Grill	3
Investigation (smoke)	33
Lightning Strikes	1
Mailbox	1
Mattress	1
Non-Permit fires (illegal)	38
Oil Spills	4
Propane Tank (leak)	2
Railroad Ties	2
Rescue:	
Auto	7
Animal	1
Boat	4
Elevator	1
Rubbish	6
Telephone Pole	1
Truck Standby	10
Water Problem	10
Agricultural Burning Permits	4
Blasting Permits	38
Blasts Monitored	87
Domestic Burning Permits (brush only)	1,401
Fire Alarm Inspections:	
26F (resale, refinance)	227
26B (new construction)	172
Oiler Burner Inspections	30

MUTUAL AID

TO:	Carlisle.	1 (Engine Company)
	Chelmsford.	1 (Ambulance)
		1 (Engine Company)
	Groton.	2 (Ambulance)
		5 (Engine Company)
	Littleton	6 (Ambulance)
		3 (Engine Company)
	Tyngsboro	1 (Engine Company)
FROM:	Care Ambulance. . .	1 (Ambulance)
	Chelmsford.	1 (Rescue)
	Littleton	2 (Ambulance)
	Tyngsboro	1 (Boat)

Respectfully submitted,

George P. Rogers
Fire Chief

REPORT OF WESTFORD POLICE DEPARTMENT

ARRESTS	309
COMMITMENTS	7
FINGERPRINTS, TAKEN FOR ADOPTION	4
FINGERPRINTS, TAKEN FOR EMPLOYMENT	6
FINGERPRINTS, TAKEN FOR FIREARMS LICENSES	40
FINGERPRINTS, TAKEN FOR CITIZENSHIP	3
LICENSES SUSPENDED	13
FUNERAL ESCORT	46
PROTECTIVE CUSTODY	66
RESTRAINING ORDERS SERVED	38
SUMMONSES	439
V.I.N. CHECKS	29

INCIDENTS INVESTIGATED

ACCIDENT, INDUSTRIAL	13
ACCIDENT, MV	673
ACCIDENT, OTHER	5
ALARM, BURGLAR	856
AMBULANCE	85
ANIMAL BITE	8
ANIMAL CRUELTY	1
ANIMAL, STRAY	28
ANIMAL, VICIOUS	15
ANIMAL/MV COLLISION	65
ARSON ATTEMPT	1
ARSON	6
ASSAULT/AGGRAVATED-FIREARMS	1
ASSAULT/AGGRAVATED-KNIFE	3
ASSAULT/AGGRAVATED-OTHER WEAPON	4
ASSAULT/AGGRAVATED-PHYSICAL	8
ASSAULT/SIMPLE	31
BANK ESCORT	3
BOMB ATTEMPT	2
BREAKING & ENTERING, ATTEMPT	16
BREAKING & ENTERING, FORCED ENTRY	65
BREAKING & ENTERING, UNLAWFUL ENTRY	19
BUILDING FOUND OPEN	116
BY-LAW VIOLATION, JUNK CAR	11
BY-LAW VIOLATION, LEASH LAW	40
BY-LAW VIOLATION, OTHER	73
BY-LAW VIOLATION, PUBLIC DRINKING	1
DISORDERLY PERSON	6
DISORDERLY PERSON, ANNOYING OPPOSITE SEX	2
DISORDERLY PERSON, THREATENING	21
DISTURBANCE	478
DOMESTIC	74
DRUG OFFENSE-ILLEGAL SALE	1
DRUG OFFENSE-POSSESSION	14
FIRE	284
FIREARMS VIOLATIONS-CARRYING	3

FIREARMS VIOLATIONS-ILLEGAL DISCHARGE	47
FIREARMS VIOLATIONS-POSSESSING	2
FIRST RESPONDER CALL	368
FRAUD	1
GENERAL OFFENSE-FIREWORKS VIOLATIONS	48
GENERAL OFFENSE-MV ABANDONED	40
GENERAL OFFENSE-OTHER	47
GENERAL OFFENSE-RUBBISH DISPOSAL	41
GENERAL OFFENSE-TRESPASS	76
GENERAL SERVICE-LOCK OUT	526
GENERAL SERVICE-MESSAGE DELIVERY	84
GENERAL SERVICE-MOTORIST	13
GENERAL SERVICE-OTHER	158
GENERAL SERVICE-PARCEL DELIVERY	4
GENERAL SERVICE-REMOVE ANIMAL	14
GENERAL SERVICE-TRANSPORTATION	53
HEALTH HAZARD	20
INJURY TO PROPERTY-PRIVATE	207
INJURY TO PROPERTY-PUBLIC	26
INVESTIGATION	17
LARCENY MV-AUTOMOBILE	25
LARCENY MV-OTHER	7
LARCENY $200 AND OVER	139
LARCENY $50 TO $200	102
LARCENY UNDER $50	67
LARCENY ATTEMPT	15
LIQUOR LAW VIOLATION-ILLEGAL SALE	5
LIQUOR LAW VIOLATION-POSSESION	25
LIQUOR LAW VIOLATION-SALE TO MINOR	3
LOST CHILD	6
MISSING PERSON	19
MUTUAL AID CALL	51
MV CITATIONS	2318
MV DISABLED	767
MV VIOLATIONS	465
OFFICER WANTED	22
PRISONER TRANSPORT	47
PROPERTY FOUND	114
PROPERTY INSECURE	15
PROPERTY LOST	30
PROPERTY RECOVERED	81
PROWLER	40
RAPE ATTEMPT	2
RECORD CHECK	17
REPOSSESSION	10
ROBBERY-FIREARM	1
ROBBERY-UNARMED	2
SAFETY HAZARD	230
SECURITY CHECK	73
SEX OFFENSE-CHILD MOLESTING	1
SEX OFFENSE-INDECENT EXPOSURE	3
SEX OFFENSE-OTHER	4
SUDDEN DEATH	5
SUICIDE ATTEMPT	5

SUICIDE	7
SURVEILLANCE MV	28
SURVEILLANCE-PERSON	36
SUSPICIOUS MV	373
SUSPICIOUS PERSON	200
TELEPHONE HARASSMENT	57
TELEPHONE OBSCENITY	36
TRAFFIC CONTROL	3
TRAFFIC HAZARD	284
WORK LAW VIOLATION	1

PLANNING BOARD, 1988

A record setting pace of submissions for subdivision approval dominated the Planning Board's year, making it one of the busiest Boards in Town. Following the pattern of the past few years, and what can be expected to be the rule for Westford's future, most of these subdivisions were located on marginal sites, with complicated questions regarding drainage, septic disposal and road and traffic configuration. These factors, combined with growing demands from abutters to these projects for consideration of neighborhood concerns and needs, led to prolonged and deliberate Public Hearings in an attempt to make the developments fit as harmoniously as possible into the social and environmental fabric of the Town.

Under subdivision control, 304 single family residential house lots in 19 subdivisions on 611 acres were approved. Four of these subdivisions were Open Space Residential or "cluster" subdivisions with 52 lots on 128 acres. Of this 128 acres, 74 acres will be excluded from any further development under Conservation Restrictions as required by the Town's Zoning Bylaw. Additionally, the final phase of the "Hildreth Hills" condominium development (Clusters H, I, J, and L) was approved, with a total of 58 units on 29.6 acres. Three Preliminary Subdivision plans with 77 single family residential house lots on 102 acres were also approved. One Preliminary Subdivison plan of 12 lots on 22 acres was denied due to unsatisfactory soils conditions to support installation of septic systems. The Board endorsed 41 Planning Board Approval Not Required subdivision plans comprising 47 newly created lots and 27 revised perimeter plans.

Under Site Plan Review the Board approved 13 commercial site plans with a total of 305,700 square feet of floor space on 59.8 acres, the largest of these being a 60,000 square foot office building proposed by Claypool-Haines Realty Trust to be located on the north side of Littleton Road between Powers and Concord Road. The majority of the remainder was retail and office space, with some light industrial. Two Site Plans proposed by Altid Enterprises for relocation of Packard machinery and Laser Services were denied for reasons of inappropriate access from a primarily residential road (Oak Hill Road), when access from Groton Road to the sites was available. Three Special Permits were granted for Work In the Flood Plain and one for Earth Removal.

At Annual Town Meeting several important additions to the Zoning Bylaw were made to better protect the natural resources of the Town, and the Planning Board brought forth a Curb-Cut Bylaw in the interest of increased Public Safety. Culminating several years of study and hard work by various Boards and Townspeople a Water Resource Protection Zone was passed. This Bylaw is intended to protect public groundwater supplies against contamination and to protect and maintain aquifers and recharge areas of existing and potential public groundwater supplies in the Town by regulating land uses within certain critical areas as defined by hydro-geological studies. This Bylaw is of great importance, as the Town derives all its water, whether private or public, from within its own borders. A map of the critical areas is on file in the Town Clerk's Office. The Planning Board is the designated Special Permit Granting Authority under the Bylaw and dozens of potential uses are now required to come before the Board for review of appropriate hydrogeologic and engineering data to assure the use will pose no threat to the Town's water supply.

A second important addition voted to the Zoning Bylaw was the addition of a Conservation Overlay Zone, established to preserve a balance between developed areas of the town and areas set aside from development, for protection of water resoureces, for the benefit of wildlife, for passive recreational uses, for agriculture, and for the preservation of scenic beauty. The Bylaw prohibits buildings, signs and other temporary or permanent structures, dumping, excavation and deforestation or removal of vegetation. Permitted uses include forestry and horticulture and the raising of livestock, as well as passive recreation. In particular, this Bylaw was designed to place under protection lands of certain developments that were required under other sections of the existing Bylaw to be protected by a Conservation Restriction pursuant to state law. For various reasons the developers of these projects failed to properly comply with this requirement. Four areas were placed under the Conservation Zone. They are located on lands of the following developments: Vine Brook subdivision, Pine Ridge Estates subdivision, Pilgrim Village Multi-Family Residential Development and Hildreth Hills Multi-Family Residential Development. These lands remain private, and access to them can be granted only by the homeowners' associations which hold these lands in common.

The Planning Board brought forward the Curb Cut and Driveway By-Law, partially in response to the growing number of homes being constructed on more marginal land where installation of drainage, if not prepared correctly, may pose a threat to adjoining properties or to traffic on public ways. It is also designed in response to the rapidly growing population of the Town and associated growth in vehicular traffic to assure the best and safest location for entrances of driveways to public ways.

Planning Board members participated in a number of other project planning meetings and Town and Regional Committees. Of most significance to the Town for long range planning is the "Stonehenge at Westford" project proposed by Altid Enterprises of Cambridge, MA. As currently proposed, the project comprises construction of approximately 4.1 million square feet of office space and a 350 room hotel on 721 acres off Groton Road, in the area generally to the north of the Fletcher Granite Quarry. On June 30, 1988 Joseph P. Hannon, consultant to the Town on the early stages of Town Planning, hired under a Stategic Planning Grant from the State, presented his Site and Proposal Analysis of the project. Numerous alternatives and their various impacts were considered. Toward the end of the year informal weekly meetings were held between local and regional officials and the project proponents and their consultants, as work began to settle basic questions regarding Town and developer needs in relation to the project, particularly in the area of traffic, water supply and sewage disposal.

The Board also participated in the planning process for the Town's only Comprehensive Permit for Affordable Housing applied for during the year, the "Haystack Condominiums" consisting of 30 units to be located on 6 acres of Town land on Groton Road. Board members served on the Affordable Housing Committee, the Fair Housing Committee and the Drew Development Team. Chairman Peter Fletcher served on the regional planning agency, the Northern Middlesex Area Commission.

Respectfully submitted,

Peter S. Fletcher, Chairperson
Leslie A. Thomas
William C. Harman
Joseph A. Guthrie, Jr.
Thomas J. Mosscrop

CONSERVATION COMMISSION, 1988

1988 marked the busiest year to date for the Conservation Commission, reflecting the increased population of the Town and the consequent increase in property improvement projects coming under the Commission's jurisdiction, as well as an unprecedented number of applications for subdivisions. Filings under the Massachusetts Wetlands Protection Act (MGL Ch. 131, S. 40) again increased in number by over 20% from the preceding year. Statistically, the work of the Commission is reflected as follows: 16 Requests for Determination were administered; 69 Public Hearings were held, many on difficult projects on marginal land requiring a number of continuations; 202 site inspections were conducted; and 13 Enforcement Orders were issued.

In 1988 the Commission bid farewell to long term member and former Chairman Dr. Arnold O'Brien, who resigned after fourteen years of service to the community. The Commission would like to take this opportunity to thank Dr. O'Brien for his years of dedicated work for the Commission. The Board of Selectman appointed William Beck, a hydro-geologist, to fill the vacancy.

In the area of open space acquisition and preservation, the Commission acquired by donation from Great Elm Realty Trust a 10.8 acre parcel between Carlisle Road and Acton Road. Final approval was given by the State Secretary of Environmental Affairs for two Conservation Restrictions providing permanent protection to approximately 135 acres associated with Open Space Residential Subdivisions. The largest was the 130 acre Restriction granted in connection with the "Hitchin' Post Greens" subdivision located off Howard Road. Protection was acquired for over 200 acres of land associated with existing condominium and Open Space developments by placing them within a Conservation Overlay Zone passed at annual Town Meeting. (See Planning Board Annual Report).

The cause of natural resource protection was significantly advanced with passage of the Water Resource Protection Zone Bylaw by Annual Town Meeting. This Bylaw officially identifies the location of major water bearing aquifers and recharge areas in the Town and sets regulations and requirements for various land uses in these critical zones. (See Planning Board Annual Report).

The Commission found time amidst performance of its regulatory duties to oversee management activities on Conservation Lands. Engineers were hired to design a canoe launching area and parking area on the land owned by the Commission on River Street. Eagle Scout Paul Ferreira performed the brush clearing and trail construction part of the project. Other Eagle Scouts provided valuable maintenance and restoration work on other Conservation lands. Greg Barnett worked on the newly acquired Slifer land on Keyes Pond and Scott Jones completed clean-up and maintenance work on the picnic area and Life Course at the very popular Grassy Pond parcel.

With an eye to the future, the Commission received an Open Space Planning Grant from the Middlesex Conservation District. The grant was awarded for purposes of hiring an intern to update and upgrade the quality of the maps used in the Town's Open Space/Recreation Plan. The new maps will be the first step in the 1990 Open Space Plan update. Murdo Morrison, a Visiting Instructor at the University of Lowell, was hired to perform the work. The Affordable Housing Committee, Hunting and Firerms Advisory Committeee and Permanent School Building Committee have all made use of data accumulated to date.

In other related action the Commission introduced, and Annual Town Meeting passed a petition to the General Court to adopt home rule legislation authorizing creation of a land bank fund.

Planning/Conservation Coordinator William Turner worked closely with the Attorney General's Office to correct a deficiency in the Non-Zoning Wetlands Bylaw fee schedule. This language is now a landmark guide for other communities in the Commonwealth. The Wetlands Bylaw Committee finalized regulations for the new Bylaw, which were adopted by the Commission. The new bylaw was fully implemented on January 1, 1989.

Another important task, the Forge Pond Restoration Project (under a Massachusetts Clean Lakes Grant), progressed slowly and deliberately during 1988. The Town and the State entered into a Substate Agreement formalizing the committment of the State to meet 75% of the costs for the project, which is intended to aid in improving water quality and controlling problem weed growth through installation of a bottom water drawdown system. A Forge Pond Restoration Committee was appointed which will have oversight of the project. A number of highly qualified firms responded to the Phase II Request for Proposals. 1989 should see selection of a company to implement Phase II and commencement of environmental studies. Because of the innovative technique of hypolimnetic withdrawal proposed for the lake, it is expected that final approval and installation may be delayed until 1991 or after.

The Commission and Board of Selectmen wrestled with a management problem concerning the broken control structure and obstructed outlet at the Lake Nabnasset Dam. Town officials requested that the dam owners submit a Notice of Intent for the repair project, but the owner, citing his ownership of water rights, filed suit to enjoin the Commission from requiring the filing of such a Notice. At year's end attempts were still being made to seek a rational solution to the problem.

Commission members also participated on a number of other Committees, including the Hydro-Geological Aquifer Study Committee, The Drew Development Team, the Slifer Development Team, the Conservation Restriction Subcommittee and Affordable Housing Committee, as well as meetings on the Altid Enterprises "Stonehenge" project, now in its early planning stages.

The Commission wishes to express its continuing appreciation to Town Officials and the residents of Westford for their support of its work in protecting natural resources and preserving open space.

Respectfully submitted,

Patricia P. Loring, Chairperson
William McClellan, Vice-Chairperson
Chester Cook, Jr., Treasurer
Louis Oliver
Richard Emmet
Thomas Paul
William Beck

REPORT OF THE WATER DEPARTMENT

JULY 1, 1987 - June 30, 1988

RECEIPTS:				
WATER RATES			$603,330.00	
GUARANTEE DEPOSITS (Services)			27,961.99	
ADDITIONAL SERVICES and MISCELLANEOUS			127,261.53	
INTEREST			1,595.27	$760,148.79
EXPENDITURES:				
WAGES and SALARIES			$238,549.42	
PIPE and SUPPLIES			69,919.40	
MAINTENANCE and OPERATION			151,690.93	
ANALYSIS TOWN WELLS			1,050.00	
REFUNDS:				
WATER RATES	$ 273.18			
SERVICES and MISCELLANEOUS	85.50			
GUARANTEE DEPOSITS (Services)	9,072.50		9,431.18	
EXTENSIONS (Deposit Accounts):				
ACCOUNT BALANCES 7/1/87	$1,850.92			
COSTS THROUGH 6/30/88	655.12			
REFUNDS	256.80	$ 939.00		
CAPITAL OUTLAY:				
COMPRESSOR		$ 9,334.00		
PAINTING FRANCIS HILL TANK		250.68		
PAINTING TOWN FARM TANK		31,860.44		
REPLACEMENT OF METERS		18,003.06	59,448.18	
PAYMENTS ON LOANS:				
LITTLETON ROAD EXTENSION		$ 5,365.00		
SPARKS HILL WATER STORAGE TANK		68,850.00		
HOWARD ROAD WATER MAIN		32,608.33	106,823.33	$636,912.44
WATER SURPLUS				$123,236.35

EXTENSIONS (Guarantee Deposits)

JULIE JOY LANE EXTENSION (Metro West Construction)		
Account balance July 1, 1987		$ 939.00
Account balance June 30, 1988	$ 939.00	
LITTLETON ROAD EXTENSION (Thomas & Thomas, Inc.)		
Account balance July 1, 1987		$ 179.12
Expenses: Labor	$ 179.12	
LYNWOOD LANE EXTENSION (John M. Adamczyk, Inc.)		
Account balance July 1, 1987		$ 256.80
Expenses: Refund	$ 256.80	
MELISSA DRIVE EXTENSION (Atwood Contractors, Inc.)		
Account balance July 1, 1987		$ 476.00
Expenses: Pressure test & disinfect	$ 476.00	
HILDRETH STREET EXTENSION		
Account balance July 1, 1987		$ 7,466.63
Account balance June 30, 1988	$ 7,466.63	

EXTENSIONS (Out of Water Surplus)

EAST PRESCOTT STREET EXTENSION		
Account balance July 1, 1987		$ 5,235.27
Account balance June 30, 1988	$ 5,235.27	
OAK HILL ROAD EXTENSION		
Account balance July 1, 1987		$ 8,454.21
Account balance June 30, 1988	$ 8,454.21	
PRESSURE REDUCING VALVE BOSTON ROAD		
Account balance July 1, 1987		$ 3,386.01
Account balance June 30, 1988	$ 3,386.01	

WELL FIELD BEACON STREET			
Water Surplus			$ 45,000.00
Expenses:	Engineering services	$ 2,375.00	
	Account balance June 30, 1988	42,625.00	
		$ 45,000.00	
WATER MAIN EXTENSION (Plain Road, Depot Street & Cold Spring Road)			
Account balance July 1, 1987			$130,511.27
Expenses:	Pipe, fittings & installation (R. Bates & Sons)	$120,259.31	
	Engineering services	9,007.50	
	Account balance June 30, 1988	1,244.46	
		$130,511.27	
NUTTING ROAD WELL FIELD			
Account balance July 1, 1987			$ 65,053.00
Expenses:	Well construction (D. L. Maher Company)	$ 20,536.00	
	Engineering services	1,756.00	
	Pipe, fittings & installation (W. Hickey Co., Inc.)	31,690.00	
	Account balance June 30, 1988	9,071.00	
		$ 63,053.00	
HOWARD ROAD WELL FIELD, PUMPING STATION & WATER MAIN			
Account balance July 1, 1987			$ 75,242.70
Water Surplus			49,500.00
			$124,742.70
Expenses:	Installation of PUMPING STATION (Puma Corporation)	$ 61,207.85	
	Installation of WATER MAIN (Paolini Corporation)	51,135.43	
	Engineering services	2,203.00	
	Account balance June 30, 1988	10,196.42	
		$124,742.70	
FRANCIS HILL STANDPIPE (Borrowed Money)			
Account balance July 1, 1987			$ 1,074.98
Account balance June 30, 1988		$ 1,074.98	

FORGE VILLAGE ROAD WELL FIELD & PUMP (Borrowed Money)

Account balance July 1, 1987		$ 1,939.00
Account balance June 30, 1988	$ 1,939.00	

SPARKS HILL WATER STORAGE TANK (Borrowed Money)

Account balance July 1, 1987		$ 2,365.45
Account balance June 30, 1988	$ 2,365.45	

GROUNDWATER EXPLORATION PROGRAM (Borrowed Money)

Borrowed Money		$110,000.00
Expenses: Engineering services	$ 97,087.15	
Account balance June 30, 1988	12,912.85	
	$110,000.00	

Respectfully submitted,

Board of Water Commissioners

Robert A. Hunt

Richard J. Barrett, Jr.

Hervey J. Cote, Chairman
Robert A. Hunt
Richard J. Barrett, Jr.

REPORT OF THE WATER DEPARTMENT SUPERINTENDENT
FOR THE YEAR ENDING DECEMBER 31, 1988

NUMBER OF GALLONS PUMPED:

January	36,973,100
February	37,234,200
March	38,223,700
April	43,764,300
May	51,117,400
June	65,716,900
July	62,805,800
August	64,745,900
September	53,515,300
October	49,920,400
November	43,669,100
December	47,150,200
	594,836,300

LARGEST DAY - June 15, 1988	3,042,100
LARGEST WEEK - July 3 thru 9, 1988	17,444,300

NUMBER OF NEW SERVICES INSTALLED - 76

Respectfully submitted,

Harold A. Fletcher

Harold A. Fletcher
Superintendent

TOWN AIDE REPORT FY 1988-1989

The Town Aide acts as a liaison and an agent assisting and coordinating the delivery of social services to the elderly and the low income residents of the Town of Westford, as well as provides information and referral assistance and administers all programs and services of Community Teamwork, Inc. and the Elder Services of the Merrimack Valley Home Care Corporation. Community Teamwork, Inc. is the local Anti-poverty Agency for Westford and the Elder Services Home Care Corp has been designated as the Area Agency on Aging for the Merrimack Valley which is known as Region VIII on the State level and Westford is one of the 23 cities and towns encompassed.

Headstart is a federally funded pre-school child development program for three to five year olds. Applications are available through this office. Direct services are given to the child and to his or her whole family and parent involvement is one of the most important concepts of the program. Class size is limited to 20 children who attend Headstart classes four hours per day, four days per week with a weekly field trip on the fifth day. Children receive a light breakfast and usually a hot lunch. Children with handicaps or learning disabilities are accepted, and given all special services available to bring them up in skills.

We have three programs under ACTION which is a federal agency formed by combining several existing federal volunteer programs. It was established in July of 1971 and is composed of the following programs: Foster Grandparents, Retired Senior Volunteers, Peace Corps, Vista, Service Corps of Retired Executives, Active Corps of Executives and University Year for Action. In Westford, the Town Aide has implemented three of these programs namely--Foster Grandparents Program, the Senior Companion Program and the Retired Senior Volunteer Program.

Foster Grandparents Program has ten seniors who are stationed in Cameron, Frost, New Nabnassett and Robinson Schools where they have given 7,216 hours serving the needs of kindergarten youngsters. Volunteers serve 20 hours a week following 40 hours orientation and inservice training. A small stipend is provided to cover any out-of-pocket costs involved for the Seniors.

The Senior Companion program provides friendly visitors for the isolates in Town. Each Senior Companion visits the same people each week at the same time every day. (Our Senior Aides have a broader field in that they visit all the elderly just to see if they have any unmet needs). Our Senior Companions at the moment are six in number and this past year have logged 2,872 hours with shut-ins. For this program, they put in 20 hours a week and receive a small stipend. They have enhanced the lives of 21 people and made them a little less lonely. One of our Senior Companions, Frank Dempsey is now a patient at Westford Nursing Home, we miss his services and appreciate all he did while on the program.

The Retired Senior Volunteer Program offers people over 60 years of age new and varied opportunities for part-time volunteer service to the community.

Authorized in 1969, operational in 1971, the program was first administered by the Administration on Aging in the Department of Health, Education and Welfare. Qualifications are that a person be 60 or over and in good health. There are no income or educational requirements needed to participate in this program. Areas of work are schools, parks, museums, hospitals, libraries, nursing home, etc. Any place where human help is needed to make for better operations. These volunteers do not receive any stipend but are reimbursed mileage as we feel this should not be out of pocket especially since they do live on a fixed income. At the moment, we have 14 volunteers in Westford.

Neighborhood Youth Corps was originally funded by the Department of Labor in the summer of 1965 for economically disadvantaged youngsters in a work-training program in many public and private non-profit agencies. Youngsters work from 10 to 30 hours a week for the minimal federal wage as clerks, typists, bookkeepers, receptionists, library aides, teacher aides, maintenance aides, painting aides, health aides, environmental aides, and a variety of other career oriented placements. Neighborhood Youth Corps has been cited by the U. S. Congress, as well as the Department of Labor, as being one of the finest in the country due to its innovative programs, service to the community, and its economic proficiency. The impact to the community because of Neighborhood Youth Corps, though difficult to measure, is a positive force in utilizing youth's unbridled energy in understandable and dignified work experience. It can be stated unequivocally that it has a definite meaning in terms of effect on family income, economic impact on local businesses not to mention the pride of accomplishment, increase of confidence and positive attitudinal changes in behavior. Westford had 33 youngsters enrolled in the Summer Program. We also have a very limited number of youngsters who work during the winter with the After-School Program as well as an Out-Of-School Program where they are obligated to attend classes to get their high school diploma. This year the CETA office at 10 Kearny Square operated this program instead of Community Teamwork, Inc. and that office has a representative every third Thursday at the Town Hall to interview applicants.

The Vocational Advancement Through Skills Training (V.A.S.T.) program was designed to prepare individuals lacking in skills for careers in a number of fields through a comprehensive system of supportive services and classroom instruction. A total of 62 slots is maintained, divided among the following training areas: Machine Shop, Food Service Electronics, Clerical, Word Processing Instruction, and Welding. In addition to skills training, V.A.S.T. provides supportive services which include Job Related Education, transportation, job development, career counseling and follow-up assistance. As slots become available, participants are referred by the Central Intake Unit at CETA for further assessment, a process which always includes an interview and as needed additional testing for entry into particular shops. It is also mandatory that an enrollee attend G.E.D. classes if he or she does not have a high school diploma. A stipend of ten dollars a day is paid to the enrollee with an incentive bonus of ten dollars if he or she has perfect attendance and is never tardy. Placement and follow-up services continue for 90 days after termination from the program. Anyone who obtains a job and then loses it or leaves within that period con contact the Skill Center for job search assistance. Westford only had five people go through the Skill Center last year but with Nashoba

Technical High School available, this Town doesn't have that large a market for this kind of training.

Community Teamwork, Inc. offers three programs for families which are the (1.) Protective Service Family Day Care and this provides play care for protective service clients in that it stimulates educational, emotional, social and physical growth of the child from infant to six years. Program capacity is limited to 20 and hours vary between 6 A.M. and 5:30 P.M. (2.) Emergency Shelter provides temporary (30 days Maximum) foster care for children unable to remain with parents. CTI worker must determine the situation to be of an emergency nature and there is no fee charged. (3.) Children in Need of Services (CHINS) Emergency Shelter provides temporary (30), 24 hour foster care for teenagers who have been processed through the courts and determined to be in need of service. Teenager must have been referred by the Social Worker from the Department of Welfare.

W.I.C. program is a special supplementary feeding program which provides nutritious foods and nutritional education for pregnant and/or breast feeding women, infants and children under the age of five years. As in most of our programs, there is subjection to income criteria, nutrition criteria and of geographical criteria. We are serving 10 families this year.

Section 8 Housing Assistance is an assistance payments program to reduce the rent of eligible tenants to 25% of their income. Balance paid on behalf of tenants by Community Teamwork, Inc.

Agency Advocacy program co-ordinates efforts in the areas of welfare, energy, food stamps, consumer complaints, and alcoholism. A full time staff person is also working as a mediator for protection of the consumer in all these areas.

Program under the Elder Services of the Merrimack Valley, Inc. are five in number and available to anyone 60 years and over. Due to budget cuts, services will be less next year. The Supportive Homemaker program is administered by the Family Services of Greater Lowell and is based on the Supportive Homemaker model of Home Health Services of Northern Essex, this program will offer para-professional support for elders who are experiencing emotional problems significant enough to alter their ability to function independently. Homemakers receive specialized training and both individual and peer supervision. Homemaker hours must be authorized by ESMV case managers after the Town Aide has make the initial interview and referral. The program expands the capabilities of the mental health system by the utilization of the para-professional. Also under the family services is the Protective Service Program and since 1978, the Protective Service Program has been providing help to the isolated, frail elders who are resistant to help and have been considered by others to be in a situation that may be physically or psychologically dangerous. Each agency employs a Master's level social worker on a part-time basis. Unfortunately, due to budget cut-backs, from time to time, we do have waiting lists to contend with and this is a very difficult situation to have to tell this to an elderly person who is in need.

Merrimack Valley Legal Service Program has been operational since 1978 to serve elders with legal problems. Priorities for service include: health care, housing utilities/energy, property, consumer/financial, transportation and government benefits. Three attorneys and senior aide paralegals compose the staff. The attorneys are housed in Lowell, but arrange meetings with clients at community or in home sites. Town Aide does the intake and referral for this program.

From the U.S. Department of Agriculture, Westford received 7,920 pounds of cheese and 3,888 pounds of butter and rice for distrubution to qualifying households four times a year. The same criteria for the fuel program is used in administering this program.

The Energy Assistance Program is now in its tenth year and has been very beneficial to 210 families. Of that number, 130 were elders. This program evolved out of a bargain struck by legislators when they agreed to decontrol oil. Legislators realized that, following decontrol, the cost of home-heating fuels would climb far beyond the financial reach of most low-income and elderly citizens. To ease the staggering burden of fuel costs the Federal Fuel Assistance Program was established and Congress passed the Windfall Profits Tax to tax the oil companies' excess profits. Every time one hundred dollars is spent for home-heating oil, about three dollars goes back to the government for the support of the Fuel Assistance Program. Both State and Federal regulations determines policy for this program. This past year we were able to have some burners serviced and four replaced.

Guardianship/Conservatorship Program is a private non-profit corporation whose sole purpose is to serve as a conservator or guardian of older persons who are unable to handle their personal of financial affairs due to mental of physical sisability. GSI will seek the most unrestricted plan to meet the needs of clients. Once the court has ruled the resolution, a GSI case worker will carry out the necessary day-to-day activities. Network agencies may utilize GSI for phone consultations and training sessions are available.

In all previously named programs that are administered through the Town Aide office, the least being just plain information and referral to anyone who telephones or walks in. Many people just "walk in" and if it's possible, they are able to fill out applications then. Otherwise, an appointment is made due to the fact that it can be very time-consuming to gather and verify all the necessary documents that some of the programs require. It is also a very frustrating time for applicants who have a multitude of other worries and are usually a little unsettled in their time of need.

Another facet of the office is the supervision of the Senior Companions and Senior Aides. Keeping abreast of all programs and activities, compiling information, set-up, layout, and typing of the Council Bulletin is also under the juristriction of the Town Aide Office.

There are many, many people in Town that I would like to express my sincere thanks to for their generosity at Easter, Thanksgiving and Christmas to families who are having financial difficulties or illness at that time. The children of

Frost and Cameron Schools for the new toys and gifts they donated to children less fortunate than themselves and for isolated elderly who receive meals on wheels - this was very much appreciated by the "shut-ins". Sixty-seven families received turkeys and food baskets from the St. Catherine's Church, Newcomers' Club, Junior Women's Club, United Methodist Church, First Parish United Church, Kiwanis, Nabnasset Legion and the Frederick S. Healy Legion Post.

Respectfully submitted,

Helena M. Crocker
Town Aide

VETERANS' SERVICES FY 1988-1989

Veterans' Services according to the laws of the Commonwealth of Massachusetts is to the veterans and their dependents. Its basic concept creating fiscal assistance to veterans and their dependents had its roots in legislation established in 1861 according to Chapter 115 of the General Laws of the Commonwealth. The law has been recordified, strengthened and amended following each war in order to include each and every veteran. Therefore every veteran has a right to be served with dignity and courtesy whenever he finds himself in need. In the FY 1988-1989 we serviced twelve direct cases and the expenditures were as follows:

Ordinary Benefits	$ 31,466.71	Federal Annual Awards:	
Medical	1,453.49	Annual:	$6,864.00
	$ 32,920.20	Retro:	300.00
			$7,164.00

We received all reimbursements due us at 75-25% ratio. In previous years it was 50% state reimbursed and 50% town cost; however as of January 1988 the 75-25% has been voted into law within Chapter 115 M.G.L.

As Veterans' Agent, I am currently a member of the Middlesex County Veterans' Services, Massachusetts Veterans' Service Association and Westford Human Services. Last year I represented Middlesex County both on the Massachusetts Veterans' Executive Board and the Veterans Commissioners Advisory Board. Filed for seven grave markers and replaced several flags at grave sites at the local cemeteries.

Respectfully submitted,

Helena M. Crocker
Veterans' Agent

COUNCIL ON AGING REPORT 1988-1989

Westford Council on Aging shall continue to co-operate with the Commonwealth of Massachusetts Commission on Aging and shall be cognizant of all State and Federal legislation concerning funding, information exchange and program planning which exists for better community programming for the elderly.

With all the budget cuts on both the State and Federal level, we had a waiting list for homemaking services for the first time in 18 years due not to the higher costs involved but people are living longer and more and more people are in that age bracket of 65 years and up. In the case of Westford seniors, we were able to manage this year by utilizing the Respite Care Program and the valuable hours donated by volunteers. The only problem is that we do not have nearly enough volunteers who can cover five full days and in the case of an isolate who needs daily care and supervision, this is necessary. You can't push a button and put a sick person on "hold". This year also found us with an enormous requests for Meals on Wheels and we simply do not have enough drivers to deliver them to the outlying sections of Westford which in some cases is eight miles from the meal site.

Well-Oldster clinics are conducted one day a month in all sections of the Town by the Nashoba Associated Boards of Health and the Lowell Visiting Nurses Association. This year a Hearing Clinic was started and is held on the second Monday of each month. These clinics are all free of charge for anyone 60 or over. We also work with Town Nurse Sandy Collins on health programs.

Golden Age Club meets on the last Monday at the Franco American Hall on West Prescott Street, Forge Village at noon. Fran Jeray is the President of the club--all seniors are welcome.

The Nutrition Program (hot lunch) and Meals on Wheels are still under the capable management of Jeanne Mungovan and are held at the Elks Hall in Forge Village five days a week (Monday through Friday) at 11:45 a.m. Reservations are requested to insure ample food at least 48 hours in advance by calling 692-4480 between 10 a.m. and 12 noon. Transportation is available for a small fee by calling a day ahead to the Call-A-Bus at 448-2071.

We have six senior companions again this year. This program is administrated through Community Teamwork, Inc. which provides friendly visits to isolates every week and in some cases, every day. While the Senior Companion does not perform household chores, they can make a cup of tea, coffee, etc. or a sandwich for the person they are visiting. Some play checkers, cards or other games and also write letters or cards if the person so desires.

Elder Services of the Merrimack Valley Home Care, Corp. are doing a great job in trying to keep up with all the services offered to the elderly despite the budget cuts that seem to be getting larger every day. The senior aide program is still a very valuable program for us and we have an opening for an additional aide for anyone over 55 years old who meets the requirements. One of our Senior Aides is stationed with the Respite Care program, which operates

under the expert guidance of Joan Connell, R.N., and she is Gladys Workman who is in her fourth year there. Respite Care is a joint effort between the Chelmsford Council on Aging and the Westford Council on Aging. Livea (Lil) DeMarino continues to amaze us with all the people she manages to see in the course of a day. This year we were given another Senior Aide, Dorothy Lorentzen who is at the Senior Center, 20 Boston Road. These Senior Aides provide a vital link between the isolates and the services we have for them.

"Call-A-Bus" our door-to-door roadrunner still provides limited transportation to medical facilities, nutrition sites, shopping and friendly visiting trips. We remind everyone that ample time must be given to the dispatchers to allow for a smooth-running schedule. Medical trips to Boston can be arranged by calling the Roadrunner. While it is not the best system in terms of waiting time for people who are ill, it is the best we can offer with limited funds.

In addition to the Call-A-Bus, we would like to remind all seniors that they are welcome to use the weekly free shopping bus every Friday morning to Chelmsford Purity Supreme. This is the twentieth year that Mr. Leo Kahn has provided this free-of-charge bus for Westford.

Community Teamwork, Inc. has provided our local elementary schools with ten Foster Grandparents who assist Teachers in the lower grades with children who need that little extra personal attention to keep them up with the rest of the class. Foster Grandparents are seniors who are 60 years or older and for a stipend of $44.00 for a 20-hour week--which does not effect social security, internal revenue, subsidized housing or any other benefits. Please call us if you are interested.

Retired Senior Volunteer Program has been active this past year and have logged 3600 hours of volunteer help with children and elders. Once again, we would like to thank the H. E. Fletcher Club members and their wives for the wonderful recognition dinners they have provided free of charge for the Foster Grandparents, Retired Senior Volunteers Senior Companions and for the lovely dinner for all of Westford Seniors. The members of the Frederick Healy Legion Post also hosted a Roast Beef Dinner complete with entertainment for the senior citizens, as well as beautiful door prizes, held this year at the VFW Hall.

Under expenditures the Council was able to sponsor twelve recreational trips to many interesting places of interest: $3,525.00 Fourteen Clinics: Health and Nutritional Program: $1215.00; General Program: $1234.00; Supplies and Postage: $1236.00. Total approp.: $7,210.00.

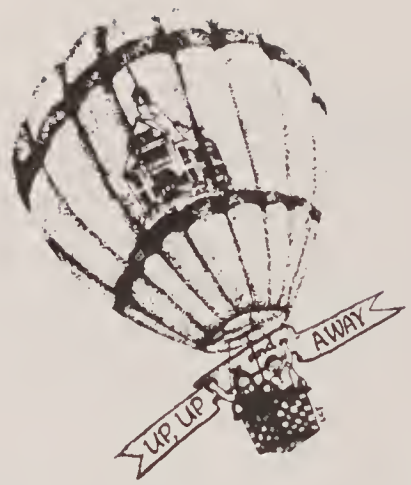
The Senior Center is still raising money to make the building accessible to all seniors in Town. This year we added several new programs: Mondays we have Bridge from 1 to 3 p.m.; Tuesday we have morning exercise with Linda Lawlor, R.N. from 10 to 11 a.m.; Wednesdays we have bingo and from time to time special luncheons from 12 to 3 p.m.; Thursday we have Line Dancing from 12:45 to 2 p.m. and Fridays are open to any kind of activity anyone may wish to enjoy. This year Westford Council sponsored 25 Senior Walkers and went to Boston to join

5000 elders for the Governor's Cup Race. We are planning several additional programs for next year. We welcome any and all senior citizens to come and join in.

We would like to take this opportunity to thank the various clubs in town who have helped us in any way especially the Franco American Club, Littleton/Westford Elks, Fletcher Club and the American Posts, and the V.F.W. Also to the Grant Family on Boston Road--Donald plows us out when it snows and Nancy rakes up leaves and cuts the lawn in the summer. All these wonderful people make our efforts a little easier as the Tadmuck Senior Center receives no money from the town--we depend on volunteers and the fund-raising projects to make our center a reality. Once again, a sincere thank you to all the people who help.

Respectfully submitted:

Helena M. Crocker, Chairman
Cecilia A. Healy
Mary E. Smith
Veronica M. Sullivan
Denis P. Watson



Report of the

Roudenbush Community Center Committtee

1988 marked the twelfth year of operation for the Roudenbush as the town's community center. It was a year which saw a terrific spurt in programming for school age children, as well as increased participation in the health services provided at the Roudenbush.

Adult Programs

The program staff reorganized the responsibility for setting up classes so that program director Janice Ruell took over all programs for adults, while Patti Mason expanded her responsibility beyond simply after school programs to include all programs for children. In addition, Janice was given responsibility for negotiating with renters (Tae Kwon Do, Nashoba Dog Training and Aerobics), and for overseeing health and human service programs.

The program brochure was redesigned into a larger format, and was reorganized for easier use. Many residents took advantage of a September Open House to meet our instructors and to view samples of their crafts.

Most successful of new programs offered in 1988 were weekend bus trips, programs for preschoolers, summer camp for three year olds, one day basket making seminars with Martha Wetherbee, and self defense for women.

School Programs

Under the energetic and enthusiastic leadership of Patti Mason, the after school programs offered for children in grades K-8 nearly tripled from the previous year. Although scheduling of fall programs had to be reorganized in light of the new school hours, there were 69 different after school programs in which more than 750 children enrolled. Most successful were the Young Astronaut program, dinosaur classes, ballet, horseback riding, skiing, basketball clinics and tennis.

In cooperation with Westford Academy, honor students tutored younger children in math one-on-one for eight week sessions which proved to be an excellent program. And in October, students in the Westford Academy Child Development Program developed and ran the activities for children under the age of five during the Roudenbush Halloween Magic program.

Health Services

Working closely with Town Nurse Sandy Collins, we were able to expand the health services offered at Roudenbush. Cholesterol screenings in February and November served 400 people, and Red Cross blood drives in July and December each collected more pints than anticipated. As part of the September Open House, mammograms were offered, and on a regular basis Westford residents took advantage of low cost PAP screening, well child clinics, adult maintenance programs, hearing testing, lead screening, weight reduction classes and a M.S. support group for those with multiple sclerosis and their families.

Scholarships

The policy of the committee to have Roudenbush programs affordable and available to every Westford family resulted in an increase in the dollars set aside by the Roudenbush Associates for scholarships. For the current fiscal year, the amount was increased to $2200 with the understanding that if that amount proves inadequate, the committee will seek to increase the fund even further.

Administration

In August, our bookkeeper Cheryl Gariepy was appointed assistant to the town's Finance Director Dave Fraser, and thus moved down Main Street to the Town Hall. We were very fortunate to hire Barbara Partlow to succeed Cheryl. as Barb has done an outstanding job of learning her financial responsibilities at the center.

The need for additional office space led to a decision to close Community Commodities, the arts and crafts consignment shop which had occupied the front corner office since soon after the center opened. As it turned out, the shop manager Betty Van Leeuwen was moving from Westford within a few months of the January closing, so the timing seemed appropriate. In February, the Director's office was moved to the former shop space.

In recognition of the the amount of work involved in running the Roudenbush office, our clerk Jean Bratton was reclassified Administrative Secretary during the year.

A grant from New England Business Systems (NEBS) of Groton helped purchase a new personal computer for the office. Desktop publishing software given to the staff by Santa Claus will mean that our three annual program brochures can now be designed and readied for the presses in house.

The staff are all to be commended and thanked for maintaining the professional level of operation of the office and programs during the fall when our Director Avis Hooper was absent from the job for an extended period of time following surgery for breast cancer.

Children's Center Preschool

Both the 1987-88 and 1988-89 school years saw full enrollment of over 200 preschoolers in our morning and afternoon classes. The resignation of preschool director Donna Cormier in May after seven years at Roudenbush was indeed a loss, but the appointment of assistant director Liz Mayer as Donna's successor made for a smooth transition into the new school year.

A new music enrichment program was added to the curriculum in the fall, while field trips in and around Westford continue to be an integral part of the program. In addition to the budgeted amount for such programs, the Roudenbush Associates set aside $1000 for enrichment programs in the classrooms.

Children's Center at Nabnasset - Day Care

In its fourth year of operation, our day care program at the former Old Nabnasset School reached full enrollment. The program continues to provide both full day care for kindergarten age children, as well as a very successful after school program for children through fifth grade.

In May, our director Beverly Palmer submitted her resignation, leaving us with a potential void during the early months of the summer program. We are very grateful to Lynne Gill, director of the Westford Preschool at St. Mark's for taking over as interim director until the search committee could hire Bev's successor.

On August 1, Joyce Cantore, recently moved to Westford from Connecticut, was unanimously approved as the new director of the day care. Working with the parents, Joyce created an advisory committee comprised of Dini Healy-Coffin, Beth Macumber, Judy Ramirez and Amy Rusman, and in a very short has made her very definite and positive mark on the Center.

Buildings and Maintenance

Within the past twelve months, extensive maintenance was done at both buildings under the Roudenbush Committee's charge. 65 Main Street was stained, the front driveway was repaved and the honey bees which were nesting in the peak over the front door were removed. At the day care, the driveway was repaved, and new exterior doors were installed. Thanks to a donation from former committee member Dana Atkinson, new carpeting was also installed.

Inspections of the building by the Westford Fire Department led to recommendations for an improved alarm system at 65 Main Street. Specifications are currently being written, and the new system is expected to be in place in the spring of 1989.

At the same time, the ancient septic system began to die a slow death, and an engineering firm was retained to design a new system. The Committee has asked the Finance Committee and the Selectmen to include an article on the warrant for the first town meeting in 1989 to appropriate the $33,000 needed for this repair.

Vandalism became a problem at the Nabnasset building for the first time since the Roudenbush took responsibility for it in October 1984. Damage was done to the playground and windows were broken, but with the help of neighbors and the Westford Police, we hope that it is under control.

The Roudenbush Committee

Several long time committee members resigned in 1988, largely due to new time pressures from new jobs. This included Barbara Landino, Carol Shestok, Maria Borison and Mary Jo Cassidy, while Ann Hatton and Joy Hayes resigned as a result of moving from Westford. It should be noted that Mary Jo had been a member of this committee since it was created by Town Meeting in 1976, and we are especially grateful to her for those twelve years of continuous support and service. Appointed to fill the vacancies created by these resignations were Tim Butler, Jack Mangan, Emily Teller and Sandy Collins.

The Roudenbush Associates

This volunteer group serves as the fundraising arm for the center, as well as working to inform the townspeople of the services available at Roudenbush and keep the community center in the public eye.

As part of the Apple Blossom Festival in May, the Associates instituted a contest for the best float in the parade, awarding The Coveted RoudenBowl to the Robinson School PTO and second place to Rancho de Amigos Restaurant. Thanks to judges Avis Hooper, Gordon Seavey, and past president of the Associates, Joe Lapiana.

In the fall, over fifty volunteers compiled the eighth edition of the Roudenbush Westford Directory, raising over $20,000 from advertisers which will be used to pay for the new alarm system and other capital expenditures in the coming year.

The Associates also spent two Saturdays cleaning and fixing up at both the day care and the community center; helped the staff with both the September Open House and the Halloween Magic; and funded the staff Christmas parties.

Looking to the Future

Meetings with the Town's Facilities Use Committee addressed the future of Frost School. In February we informed the Selectmen of our strong interest in taking over the Frost School at such time as it is no longer needed by the School Department for classrooms if the town determines that this is the most beneficial use of the building. The Frost School proposal, written by program director Janice Ruell, identified the Frost as "an excellent alternative setting for our preschool" which would then free up rooms at 65 Main Street for "coordinated programming with the Recreation Commission, WASA (Westford Against Substance Abuse) and other programs for Westford's youth."

Financial Report

The Roudenbush Community Center is a town building, and four of the staff are paid by the town as town employees. In an effort to request as few tax dollars as possible from town meeting, all other expenses at both the Community Center and the Children's Center at Nabnasset are paid from tuition, fees and Roudenbush Associates fundraising income. All of this money is held by the Associates through a legal agreement between the Roudenbush Committee and the Board of Directors of the Associates. Expenditure of the income may only be made with the approval of the Roudenbush Director, a town employee appointed by the Roudenbush Committee.

The following report is a combined financial statement of all income and expenses at Roudenbush for the period July 1, 1987 - June 30, 1988.

INCOME			
PROGRAMMING			
Preschool	111,049		
Nabnasset day care	153,566		
Adult programs	52,736		
School programs	15,320		
Teacher Center	1,534		
Gymnastics	20 ,230		
Playgroup	11,804		
Weekend programs	3,055		
Interest	4,875	374,169	
TOWN MEETING APPPROPRIATION -salaries		67,323	
GIFT for FY88 operating expenses		21,478	
BUILDING RENTAL		11,471	
ROUDENBUSH ASSOCIATES INC			
The Auction 1987	7,024		
Other fundraisers	2,282		
Donations/Memberships	5,963		
Interest	1,434	16,703	
Balance carried forward from previous years		25,581	
GIFT for FY89 operating expenses		22,468	
PROGRAM BALANCES carried forward from previous years		33,693	
TOWN MEETING APPROPRIATION		8,250	581,137
EXPENSES			
PROGRAMMING			
Preschool	(97,362)		
Nabnasset day care	(129,399)		
Adult programs	(45,967)		
School programs	(13,253)		
Teacher Center	(1,496)		
Gymnastics	(8,168)		
Playgroup	(9,333)		
Weekend program	(3,128)	(308,107)	

ADMINISTRATIVE				
Salaries	(52,299)			
Director's Fund	(609)			
Staff Development	(1,908)			
Scholarships	(1,037)			
Audit	(1,875)			
Printing & Postage	(8,871)			
Associates' expenses	(6,316)			
Bank fees	(429)		(73,344)	
OPERATING EXPENSES - 65 Main Street				
Custodial salaries	(23,516)			
Utilities	(12,102)			
Supplies	(7,363)		(44,175)	
GIFT TO THE TOWN - FY89 op exp			(22,468)	
CAPITAL EXPENSES				
Roof repair	(18,915)			
Preschool	(2,872)			
Day Care	(8,350)			
Staining	(10,828)			
Asbestos removal	(4,000)			
New gym floor	(11,215)			
Computer	(2,632)			
Other	(1,631)		(60,433)	(507,343)
BALANCE S CARRIED FORWARD				
Unexpended appropriations - Town	9,239			
Rental income - Gen'l Fund	11,471			
Gift balance - FY89 op. exp	22,468			
Program balance for capital	30,616		(73,794)	(581,137)

The Roudenbush Staff

Director	Avis S. Hooper		
Administrative Clerk	Jean Bratton		
Program Director	Janice Ruell	School Programs	Patti Mason
Gymnastics Coordinator	Joy Hayes		
Bookkeeper	Barbara Partlow		
Building Maintenance	John Bassett	Evening Custodian	Scott Harkins

Children's Center Preschool

Director	Elizabeth Mayer		
Asst Director	Bobbie Schneider		
Secretary	Susan Hansberry		
Teachers	Judy Coffey	Frayda Viera	Diane Nutt
	Merryl Brown	Gerry Gumuchian	Cathie Karpinsky
	Juanita Antunes	Carol Maguire	Elaine Bartels
	Diane Sparks	Jane Albert	Ann Schuft
	Carolyn Clark	Joanne Roach	

Children's Center at Nabnasset

Director	Joyce Cantore	
Asst Director	Vivian Norton	
Teachers	Dorothy Smith	Michele DiStefano
	Rosalie Salisbury	Carol Ann Day
	Jane Garrahan	Lorraine Ricard
	Chris Hallowell	Susan Kelly
	Denise Sevigny	Robin Brooks
	Ginny Hallowell	

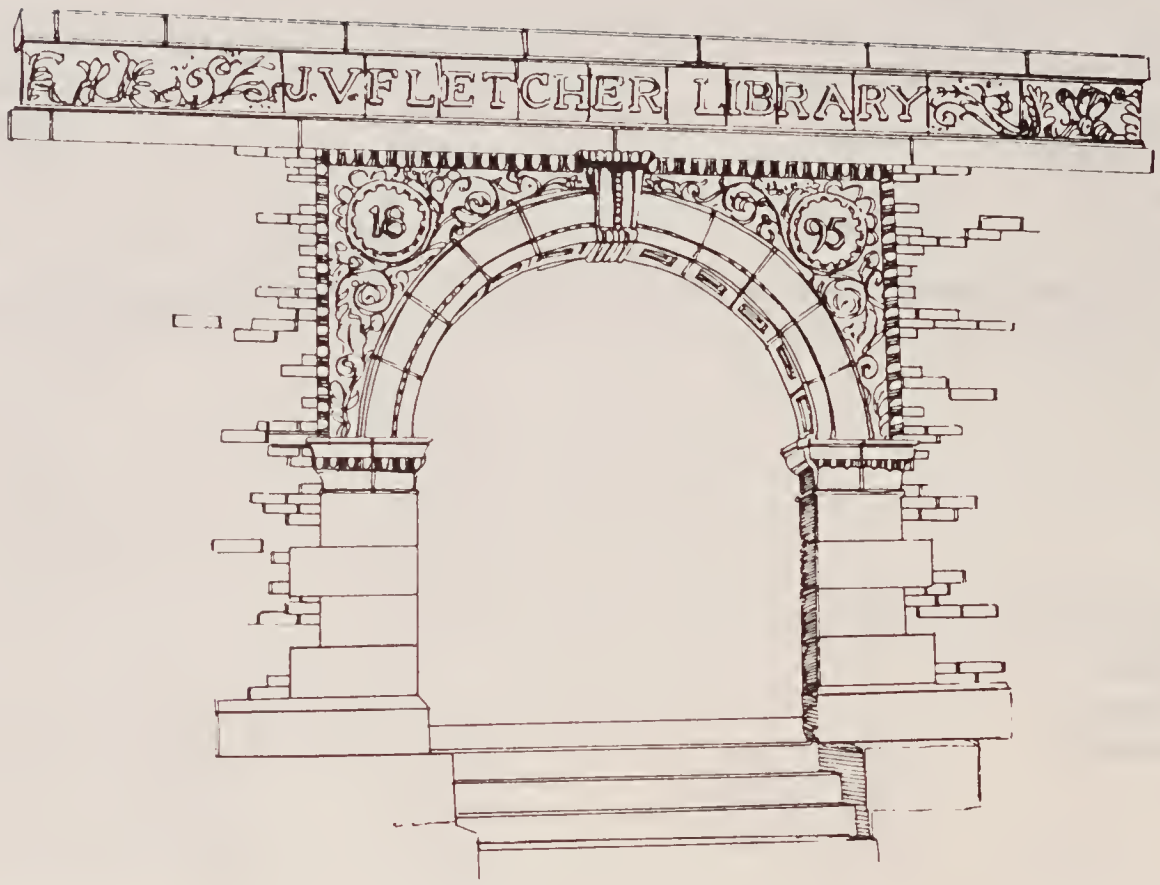
Roudenbush Associates Board of Directors

Tom Benaroch, President
Ellen Harde, Vice President
Truda Wilson, Treasurer
Susan Scott, Secretary
Kay Benaroch, Muriel Drake, Susan Hamalainen, Andrew Kusmin, Jean Lomet, Lorraine McElroy
Bill McGuire, Frank Pennella, Helen Roberts

Respectfully submitted,

Marcia Dana, Chairman
Jack Viera, Vice Chairman

Louise Thurston, Secretary	Ellen Harde
Tim Butler	Jack Mangan
Sandy Collins	Emily Teller



J. V. FLETCHER LIBRARY...Countdown to

New Beginnings

J. V. FLETCHER LIBRARY ANNUAL REPORT, 1988

The numbers are off the doors, the J. V. Fletcher Library is open again...but we are still **COUNTING DOWN TO NEW BEGINNINGS** as we await the final touches on the expanded J. V. Fletcher Library! In 1988 we saw water, dirt, and omnipresent plaster dust but in 1989 we will see shipments of new furniture arriving January through March -- our historical portraits and samplers will be coming out of storage -- our popular Browsing Room will be redecorated as a sitting parlor once again. And as we **COUNTDOWN** the days until we are completely settled in, we invite our **FRIENDS**, old and new, to join us in celebrating the new building and new beginnings!

Public and staff alike are counting down to the finish, looking forward to "normalcy" after over a year of constant change and the moving of collections and staff, finally culminating in three and one half months of closure. The staff survived for months on bottled water and borrowed bathrooms, even prior to shutdown, while the public stoically accepted relocated collections and closed stack areas, while everyone grittily withstood the everpresent dust and noise. While patrons had the option of using other libraries, cited in the Fletcher library brochure "MVLC Libraries -- Which Way from Here" -- staff worked through the entire construction project, shutdown phase and all. **A BIG THANKS** goes out to a wonderful staff who labored cheerfully and willingly despite the crashing of walls and drilling of granite. A special thanks goes to Bookmobile Librarian Maureen Barry, whose service bore the brunt of the library shutdown; she and assisting staff "filled the gap" from July to mid-October, diligently bringing library service directly to Westford neighborhoods while the library was closed. The public "lent a hand" by "adopting" over 14,000 books for the summer under the "Adopt-A-Book" program. Not only did this offer a summer-long loan to patrons, but it considerably lightened the load for librarians, who moved the adult reference and children's collection over these months.

Pre-shutdown, <u>some</u> of the library **COUNTDOWNS** continued as usual. From July 1, 1987 to June 30, 1988, the over-10,000 Westford patrons took out a total of 110,777 items. Despite the construction impact, Story Hours and the Children's Summer Program operated as usual -- but from the Roudenbush Community Center, while offers of storage, meeting space, waterworks and parking space were gratefully accepted from the Westford Museum and the First Parish Church United. Jill Lewis, then 6th grader at Abbot Middle School, earned an Honorable Mention in the national "Why I Love My Library Card" contest sponsored by the American Library Association. Jill's entry underscored what the future vision was all about:

"A library card is like a door of freedom to books. It is a great gift, even though people take it for granted. People wouldn't be able to do reports, read mysteries or just read for fun and take them home for a period of time.

"You don't have to buy the books and read it, then never read it again. But with a library card you can read the book, then replace it and get out another one.

"In my opinion, a library card is taken for granted by many people. It is an awesome piece of plastic."

Big visions and long ventures take stalwart friends, and the library **COUNTS AMONGST ITS SUPPORTERS** many friends who deserve thanks here...Although it is currently housing newspapers, the new Reference wing boasts a public omputer room, to be equipped in memory of John Wagner. This wonderful new service is a donation of that very special friend, Dorothy Wagner, president of the Friends of the Library, Inc. The new fiberglass flagpole on the library lawn is the most-welcome donation of friends, Mr. and Mrs. Gordon Seavey. The Newcomers and Friends Club is to be thanked for funding a public display case, to adorn the circulation area, while the Westford Junior Women's Club has presented in memory of Joan Kozimor a cast-iron and teak bench for the new library entrance -- a graceful and comfortable attraction. The library staff owes a special thanks to the anonymous sponsor of the "Whale of a Good Summer" essay contest who offered three finalists the thrill of a whale watch and an "adopted" mammal to monitor throughout the year. And our faithful volunteers, Gertrude Houghton, Barbara Seavey, Claire Gillen and Karen Welz deserve a special heartfelt thanks for sticking it out under such tough physical conditions. Finally, the library must thank assorted CCD volunteers, Cub Scout Pack 99, and other volunteers who bravely and steadfastly wiped their way through cleaning each book and bookstack of plaster dust. This herculean effort has to date employed gallons of "409" and cases of paper towels, and still continues, as the staff prepares for final collection shifting.

Under much-improved conditions, the **COUNTDOWN** continues, as staff, patrons and Trustees count the days until our May dedication of the new facility. Trustees and Director Ellen Rainville await news of the Public Library Construction Grant awards -- hoping to reimburse the town in part for the support shown the Fletcher Library Expansion Project. So, **we count the days** until our May dedication and invite everyone who has supported us in "interesting times" to share in our celebration!

Respectfully submitted,

Ellen Downey Rainville, Library Director

J. V. FLETCHER LIBRARY FISCAL EXPENDITURES, FY88

OPERATING EXPENSES ACCOUNT 6100

ITEM	ALLOCATE	EXPENDED
Books	36710.00	38182.81
Standing Orders	10413.00	9742.95
Periodicals	4587.00	4711.04
Professional Journals	365.00	272.45
Micro-Products	700.00	572.14
Professional Memberships	100.00	110.00
Training/Conferences	1475.00	1709.00
Records/Cassettes/Videocass	3000.00	2770.29
Binding	200.00	100.00
Insurance--Bonding	120.00	114.00
Equipment--Purchase	730.00	924.28
Bookmobile--Gas/Maint./Insu	1955.00	1472.49
Newspaper Ads/Publicity	1550.00	1503.37
Personal Auto	575.00	457.01
Postage	3200.00	1934.84
Library Supplies	2350.00	3573.79
Office Supplies	1650.00	1938.38
Equipment Repair	823.00	807.13
Building Repair	510.00	723.82
Janitorial Supplies	2500.00	2542.10
Microfiche Reader/Prtr	436.00	760.03
Contractual Serv.--Cards	1190.00	1036.46
Electricity	3378.00	4966.15
Oil	2325.00	2097.18
Water	100.00	63.75
Telephone	400.00	217.40
Telecommunications	2040.00	1014.84
MVLC Maintenance	12693.00	12255.25
TOTAL	96075.00	96572.95
(DOG FUNDS OFFSET)	(1666.00)	
TOTAL + OFFSET	96075.00	
(DEPOSITS)	(497.95)	
ADJUSTED TOTAL	96572.95	
TOTAL UNEXPENDED	.00	

SALARY EXPENSES ACCOUNT 6100

ITEM	ALLOCATED	EXPENDED	BALANCE
Director	29000.00	29000.00	.00
Asst. Director	26630.14	26530.52	99.62
Staff Librarians	56146.86	54298.41	1848.45
Library Assts.	91731.00	87639.05	4091.95
Clerical	15290.00	14894.00	396.00
Custodial	11279.00	10928.59	350.41
Lib. Pages	5408.00	3680.40	1727.60
	235485.00	226970.97	8514.03

J. V. FLETCHER LIBRARY FISCAL EXPENDITURES (cont.)

CAPITAL OUTLAY ACCOUNT 652n

ITEM	ALLOCATE	EXPENDED	BALANCE
Bond Issue	2280140.00	1405679.50	874460.50
Account Still Open			

LIBRARY BOARD OF TRUSTEE TRUST FUND EXPENDITURES

ITEM	EXPENDED
Library Trust Fund #652 All Purpose Expenditures	2994.66
All Purpose Trust Fund #673 Programs/Films/Reading Program	1761.30
Book Fund #674 Book/Print Expenditures	2021.50
Lecture Trust Fund #675 Lectures/Programs	3738.00
J. V. Fletcher Library Trust Account #6 Trustee Expenditures	4564.00
E. D. Rainville Continuing Educ. Fund # Staff Development Awards granted by the Board	.00

TRUSTEES OF THE J. V. FLETCHER LIBRARY ANNUAL REPORT, 1988

Nineteen eighty-eight was a time of tremendous change at the J. V. Fletcher Library. It was a year which saw the vision of the future become a reality. In January 1988, two empty concrete shells were protruding from the existing library. By December, these new wings and a completely renovated interior doubled the existing space of the library and contained a new Children's Room, Reference and Fine Arts Area, an efficient Technical Services Department and meeting rooms for the public.

The Trustees have submitted a grant application to the Commonwealth for partial reimbursement of the construction project via monies appropriated in 1988 earmarked for library construction. We are hopeful that, despite this time of fiscal uncertainty at the state level, these funds will be released in 1989 as scheduled.

Times of change require lots of support -- which we have received in abundance. Firstly, a thank you to the community which has been so patient with our efforts, accepting closings and delays, "adopting" books to make our moves easier, and pitching in when we needed a hand. Thank you also to the other institutions in the community who were there to help us provide service while the library was closed. A special thanks goes to the Roudenbush Community Center, the Tadmuck Senior Center, the First Parish Church United and the Westford Museum. We would also like to thank the civic groups and individuals who have made contributions to the new building.

Special recognition should also be given to a most cooperative and uncomplaining staff who did whatever was necessary amidst dust and dirt, noise and confusion, to keep the library functioning. Special recognition also goes to our tireless Library Director, Ellen Rainville, who somehow managed two full-time jobs, that of Library Director and Project Manager, all in the same year.

Fortunately, times of tumultuous change come to an end. In 1989, the furnishing of the library will be complete. The dedication of the new library in May will mark the end of this chapter of the library's history and will be the beginning of a new chapter, continuing the tradition of strong library service for future generations.

Respectfully submitted,

J. V. Fletcher Library Board of Trustees
Nancy O. Russo, Chairman
Susan Astle, Secretary
Mary Ann Finnegan
Richard Joy, Treasurer
Richard Kenyon
Dorothy Swanson

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Serving the Towns of Chelmsford, Groton, Littleton, Pepperell, Shirley, Townsend and Westford.

DISTRICT SCHOOL COMMITTEE

Thomas Carey, Chairman	Chelmsford
J. James Howells, Vice-Chairman	Westford
Ellen Hargraves, Secretary	Groton
Howard Burns	Pepperell
John Donohoe	Chelmsford
Stratos Dukakis	Chelmsford
Augustine Kish	Littleton
Irene Machemer	Townsend
Robert Manning	Shirley
Charlotte Scott	Westford

ALTERNATES

Harvey Atkins, Jr.	Littleton
Kevin Finnegan	Westford
Edward Mitchell	Townsend
L. Peter Noddin	Shirley
Jordan Waugh	Groton
Ronald Wetmore	Chelmsford

ADMINISTRATION

Bernholdt Nystrom	Superintendent-Director
Charles Valera	Assistant Director/Principal
David McLaughlin	Assistant Director/Vocational
Paul Royte	Guidance Director
Paula Page	Special Education Coordinator
Thomas Eng	Dean of Students

Nashoba Valley Technical High School's enrollment as of October 1, 1988 was as follows:

Chelmsford	134
Groton	47
Littleton	29
Pepperell	73
Shirley	51
Townsend	56
Westford	102
Tuitioned	30
Total	522

Nashoba Valley Technical High School is accredited by the New England Association of Schools and Colleges, Inc. and provides its students with on-the-job training, saleable skills, co-op program, high school diploma, trade certificate and an opportunity for further education and job placement.

Over the past decade, the record of employment for our graduates has averaged approximately 95%. Each year qualified seniors may elect to take advantage of our Co-op Training Program which allows senior students to work in industry during their shop weeks and receive valuable training in their chosen fields as well as a salary.

The following programs are offered at Nashoba Tech:

Technical Programs

Auto Body
Automotive
Carpentry
Culinary Arts and Baking
Data Processing
Drafting
Electrical
Electronics
Horticulture/Landscaping
Machine
Medical Occupations
Metal Fabrication and Welding
Painting and Decorating
Plumbing and Heating
Printing

Academic Programs

English
Social Studies
U.S. History
Consumer Education
General Mathematics
Algebra
Geometry
Trigonometry
Advanced Mathematics
Biology
Physics
Chemistry
How to Start Your Own Business

In addition to the technical and academic programs, a full Inter-Scholastic Athletic Program is offered to the students.

ADULT EDUCATION

Nashoba Valley Technical High School's Adult Education Program is open to anyone of high school age or over. Participants from all communities are welcome to participate in the many diversified courses which are offered during both the fall and spring semesters. This year 601 students enrolled in our Adult Education Program during the fall semester.

AFFORDABLE HOUSING COMMITTEE

The Affordable Housing Committee (AHC) was appointed by the Westford Board of Selectmen to investigate and make recommendations to address the affordable housing needs of Westford. The Selectmen charged the AHC with drafting the goals and objectives of the Town and developing a plan the Town could implement. It is the intention of the Board of Selectmen to address the affordable housing needs in Westford with a rational progressive plan that moves the Town in a responsible direction towards meeting those needs.

The main thrust of the committee this past year has been to develop a statement of Goals and Objectives for affordable housing in Westford. This was achieved after many discussions with people involved in housing at the local and state level and after studying affordable housing plans in other towns similar to Westford. Copies of this proposed plan have been distributed to several Town boards for comments. The committee will make a presentation to the Board of Selectmen in the near future.

The committee has held discussions with several developers concerning proposed affordable housing developments in the Town. In February, the committee endorsed Robert Tierney's Haystacks Estates Affordable Housing Project, a plan for 32 units of affordable housing to be built on Groton Road. This plan also received the endorsement of the Board of Selectmen and Mr. Tierney received a Comprehensive Permit from the Board of Appeals. We anticipate ground breaking for this project will begin in the Spring. This is the only project to receive endorsement from the AHC.

A forum on affordable housing is planned for March 29, co-sponsored by the committee and the Westford League of Women Voters.

Westford has received state funding for a shared planner to work with the Towns of Acton, Groton and Westford in developing plans for affordable housing. We are a Partnership Community in the State's Mass. Housing Partnership Home Ownership Opportunity Program which gives us access to state funded housing programs.

The AHC meets the first Thursday of each month. While we are dedicated to addressing the need for affordable housing in Westford, we recognize that the success of any housing plan will require the cooperation and support of our citizens. We welcome comments and participation from all responsible persons.

Respectfully submitted,

Phyllis Stewart, Chairperson
Steven C. Boudreau, Vice Chairperson
Nancy Curtis
Peter Fletcher
Geoffrey Hall
Robert LeGacy
Thomas Mosscrop
Thomas Paul
Gail Sawosik

ZONING BOARD OF APPEALS

The Zoning Board of Appeals is a quasi-judicial body of five members and two associate members chartered under both State Law (Chapter 40A) and the Westford Zoning Bylaw to act in four primary areas:

Variances:
to hear and decide on petitions, regarding particular land or structures, to deviate from the provisions of the Bylaw. This is a serious matter in that the petitioner is seeking a sanction to violate the requirements of a Bylaw passed by at least 2/3 of those voting at a Town Meeting. Accordingly, Chapter 40A requires that the petitioner show that very specific conditions for appeal are met and that neither the intent and purpose of the Bylaw, nor the public good will be harmed.

Special Permits:
to hear and decide on petitions for uses specifically enumerated in the Zoning Bylaw, but requiring review and approval by the Board of Appeals. The petitioner must show that the general and specific provisions of the Bylaw are met, and that the use is "in harmony with the general purposes and intent of the Bylaw".

Appeals:
to hear and decide on appeals to a decision of the Building Inspector or his/her failure to enforce the Zoning Bylaw.

Comprehensive Permit:
to hear and decide on petitions to build affordable housing units, and seek relief from specific requirements of our Zoning Bylaw under the State's "Anti-Snob Zoning Act", Chapter 774.

Our case load for this year remains at about the same high level as last year, with 49 cases heard:

Variances (dimensional) for yard size or frontage	37 (two denied)
Special Permits for conversion of a single family dwelling for two or up to four families	10
Comprehensive Permit for affordable housing, by Robert Tierney	1
Cases withdrawn by Petitioner	1

In looking back at the year's cases the Board notes:

- "Cluster Developments" which allow half acre building lots with large undeveloped areas to promote more open space, often restrict owners when they seek to make additions that intrude on the required set-backs on these small lots. The variance process allows relief when conditions are such that the Bylaw intent and purpose can be met.

- There has been an increased demand for so-called "in-law apartments" given the generally high cost of housing, and the desire to provide for family members while affording them a degree of privacy and independence.

- The Town's second Comprehensive Permit for affordable housing was granted June 14, 1988 after multiple meetings aimed at:

    1. Exposing the important issues and ensuring an open process;

    2. Drawing forth community input and encouraging abutter/ developer dialogue directed at constructive compromise;

    3. Refining the proposal to minimize its impact on the neighborhood;

    4. Drawing forth expert input from other Town Boards and Officers.

  The need for affordable housing continues to grow, but it is clear, that the solution is difficult. The conflicting concerns of developers, abutters and potential affordable housing tenants are real, deeply felt and can not be trivilized.

The Board welcomes testimony from Town Boards and interested citizens, in addition to that of the parties directly in interest, in order to obtain the broadest input in reaching its decisions.

The Chairman would like to formally express his appreciation to Town Clerk, Elaine McKenna for volunteering her very considerable experience to act as the Board's Clerk. Her help after the Board Chairmanship transition was key to the Board's operation and strongly valued in the ensuing two years. With Elaine's "retirement" from the Board, Ann Vandal has accepted the responsibilities of Board Clerk bringing with her experience in Town service with the Board of Health that is most welcome.

Respectfully submitted,

John Cadigan, Chairman
Willis Buckingham
Ronald Johnson
Roger Hall
Robert Tierney
Ellen Doucette, Associate
Jay Enis, Associate

CABLE TELEVISION COMMITTEE

The Cable Television Committee advises the Board of Selectmen on matters pretaining to Nashoba Cable's performance to the terms of the Franchise License and level of service provided to the subscribers. The committee also works with Nashoba Cable to establish the budget for and content of Local programming. The 1987 Federal Deregulation of Cable Services has eliminated Board of Selectmen review of price increases to Basic Service by Nashoba Cable.

Although problems related to cable service should initially be directed to Nashoba Cable at 692-6500, the committee assists residents when these are not easily resolved. Please communicate with the committee in writing or attend a public meeting held at 7:30pm on the second Wednesday of the month at the J.V. Fletcher Library.

Major improvements were realized this year in the availability and quality of services and local programming.

Nashoba Cable has re-introduced an Economy Basic service providing "over-the-air" channels at a low subscription price.

A "long sought for" goal of the committee was realized with the formal dedication of the Westford Cable Television Studio at Westford Academy. Students produced The Westford School News from this facility, and Westford Academy currently offers an accredited television production course, introduced in the fall of 1988.

Local programming in Westford is based on volunteer talent and is funded by 3% of Nashoba Cable's Gross Revenues. This fund covers technical and supervisory salaries and overhead, capital equipment, supplies and training.

Regular Selectmen and School Committee meetings were covered as well as the School Building Needs Committee Meeting and many hours of additional public meetings. Live productions of Annual Town Meeting and the League of Women Voter's Candidates' Night were broadcast.

Sports coverage included Westford Academy and Nashoba Tech home games, and the third annual Patriots vs. Westford Police Basketball Game.

Community programming produced included school Christmas specials, music programs, talent shows and the Westford Academy Graduation exercises.

Nashoba Cable provides training and technical support to all Westford residents who wish to be a part of Community Television. If you are interested in producing programs or working as part of a technical crew, contact any committee member.

If you would rather watch, consult the "Bulletin Board" on channel 8 for the schedule of programming aired on channels 8 and 30.

Hajo Koester, Chairman
Kenneth Dwyer, Vice Chairman
George Switzer, Secretary
Bill Ewers
Dr. David Watson
John Kavanagh
Donald Bradanese

CEMETERY DEPARTMENT

38 Burials
5 Cremations

As the Town grows, unfortunately a need for burial space within the Town grows. The Commissioners, along with the new Superintendent, Paul Baxendale will be working to secure more land for a future cemetery to meet the needs of the people.

Interest from the Perpetual Care Fund is used to offset the annual Cemetery budget as well as money from the sale of lots. The Cemetery Department operates under Chapter 114 of the Massachusetts General Laws providing care and maintenance to the four Town Cemeteries: Fairview (located at the corner of Tadmuck and Main St.), Westlawn (located on Route 225), Hillside (located on Nutting Road) and Wright (located on Route 40).

Respectfully submitted,

Brian Vaughn
Mike Durand
Patrick J. McEnaney

DEPARTMENT OF CIVIL DEFENSE

During 1988, as part of an ongoing program, Civil Defense obtained a new generator for the fire department to be assigned to one of the fire stations. The generators that have been purchased proved to be a great asset to the fire department. Helmets, boots and turnout coates were purchased for the auxiliary fire department members and have been distributed by the fire chief.

Civil Defense prepared and submitted to Massachusetts Civil Defense, Hazard Materials Profiles on several industries in the community, who store and use hazardous or toxic materials, and major transportation routes such as Rte. 495, Rte. 3 and B&M Railroad. A hazard material profile identifies the materials that are stored within the community or could possibly be transported through the community. The profile also establishes a hazard evacuation zone where people could be effected by a spill or accidental release of toxic substances. Evacuation routes and shelters have been designated for each of the effected areas.

Respectfully submitted,

F. J. Mulligan

F. J. Mulligan

REPORT OF THE DOG OFFICER/BY-LAW ENFORCEMENT OFFICER

Loose Dogs	115
Lost Dogs	167
Impounded Dogs	182
Barking Dogs	6
Dog Bites	12
Dogs Adopted	10
Dogs Killed by Motor Vehicles	31
Dogs turned over the Lowell Humane Society	38
Dogs transported to Veterinarian	7
Lost Cats	31
Cats killed by Motor Vehicles	25
Cat Bites	3
Loose Horse	4
Loose Snake	1
Dog Abuse Investigations	3
Horse Abuse Investigations	1
Vicious Dog removed from Town	1

Disposed Of:

Racoons	28
Skunks	13
Possums	4
Rabbits	11
Coyote	2
Deer	1
Geese	8
Porcupines	3
Woodchucks	7

This has been a very active year. I have completed the first Animal Control Officer Certification Course at the Massachusetts Criminal Justice Training Council. A Ninety-Six hour course.

A very successful Rabies Clinic was held in April, with another clinic planned for 1989.

I wish to thank the Board of Selectmen, the Police Department, my Assistant Carlton Rooks, and the Town Clerk and her Assistant for their help and cooperaton.

George S. Fletcher
By-Law Enforcement Officer

TOWN OF WESTFORD - DOG BITES 1988

Total Dog Bites	14
Total Quarantined Dogs	5
Total Cat Bites	4
Other Animals (Squirrel)	1
Total Dog Bites on Other Animals	0
Total Dog "Harassment" Incidents	20
Total Dog Damaging Property	2
	(Car and Rabbit Hutch)

Our new leash law has decreased dog related problems substantially. However, some residents still let their dogs loose in the morning and they are continuing to get into trash.

I still do not hear about most dog bites until a week or even two weeks after the incident which results in not being able to quarantine the dog. Since there has been no canine rabies in Massachusetts this is not critical but it certainly would be better if the reporting system was better. If you are bitten contact me directly and as soon as possible. Then I will be able to quarantine the offending animal.

Respectfully Submitted,

Judi Basset
Small Animal Inspector

TOWN CLERK'S REPORT ON DOG LICENSES

Licenses issued from January 1 through December 31, 1988

771 Males	@ $ 3.00 each	$ 2,313.00
702 Spayed Females	@ $ 3.00 each	$ 2,106.00
124 Females	@ $ 6.00 each	$ 774.00
2 Kennels	@ $ 10.00 each	$ 20.00
1 Kenel	@ $ 50.00 each	$ 50.00
		$ 5,263.00

Clerk's Fees (1,600 licenses)	$ 1,200.00
Paid Town Treasurer (receipts on file)	$ 4,063.00

The attention of owners and keepers of dogs is called to the following extracts from Chapter 140 of the General Laws, as amended, and also the following Westford By-Laws;

LICENSE PERIOD - The period between April 1 and the following March 31 inclusive.

LICENSE AND TAGS - A person, who at the commencement of a license period is, or who during any license period becomes the OWNER or KEEPER of a dog six months old or over which is not duly licensed, and the OWNER or KEEPER of a dog when it becomes six months old during a license period, shall cause it to be registered, numbered, described and licensed until the end of such license period, and the OWNER or KEEPER of a dog so registered, numbered, described and licensed during any license period, in order to own or keep such dog after the beginning of the succeeding license period, shall, before the beginning thereof, cause it to be registered, numbered, described and licensed for such period. The registering, numbering, describing and license of a dog in any town shall be in the office of the Clerk thereof.

The license shall be in a form prescribed by the director, upon a blank, to be furnished by the county in which the Town is located, and shall be subject to the condition expressed therein that the dog which is the subject of the license shall be controlled and restrained from killing, chasing or harassing livestock or fowls. The owner or keeper of a licensed dog shall cause it to wear around its neck or body, a collar or harness of leather or other suitable material, to which shall be securely attached a tag in a form prescribed by the director, and upon which shall appear the license number, the name of the Town issuing such license and the year of issue. Such tags shall be furnished in the same manner as the license blanks, and if any such tag shall be lost, the owner or keeper of such dog shall forthwith secure a substitute tag from the Town Clerk.

FEES FOR LICENSES - The fee for every license shall, except as otherwise provided, be $ 3.00 for a male dog and $ 6.00 for a female dog, unless a certificate of a registered veterinarian who performs the operation that said female dog has been spayed and has thereby been deprived the power of propagation has been filed with the Town Clerk, in which case the fee shall be $ 3.00.

RABIES IMMUNIZATION - The State of Massachusetts required that all dogs be vaccinated against rabies at three year intervals, beginning at six months of age. A certification of vaccinations as well as a rabies tag will be given the owner of the dog by the performing veterinarian.

ARTICLE VI - Westford By-Laws - Dogs - All owners or keepers of dogs in the Town of Westford, who on the first day of June of each year, have not licensed said dog, or dogs, as prescribed in Section 137 of Chapter 140 of the General Laws of the Commonwealth of Massachusetts shall be required to pay an additional fee.

No owner or keeper of any dog shall permit such dog to run at large, licensed or unlicensed. The provision of this section shall not be intended to apply to dogs participating in any dog show, nor "seeing eye" dogs properly trained to assist blind persons for the purpose of aiding them in going from place to place, nor to any dog being trained for or actually being used for hunting purposes.

Whoever violated any provision of this By-Law shall be punished according to the following procedure and schedule of fines, which are hereby declared to be an alternative to the procedure and schedule set forth in G.L. (Ter. Ed.) Chapter 140, Section 137A.

Elaine V. McKenna
Town Clerk

DREW COMMITTEE ANNUAL REPORT

The Drew Committee was established following the 1987 Annual Town Meeting and charged with acquiring land on the east and west sides of Boston Road near the intersection with Route 495 in order to preserve the gateway to Westford. Further, the parcels were to be part of a limited development scheme whereby a few strategically located house lots would be sold to finance the project. An appropriation of $1,411,000.00 was voted to accomplish the work.

During 1988 the committee worked on acquiring and preserving several parcels of land in the area. The following is a breakdown by parcel of the committee's 1988 accomplishments (see map):

1) Parcels A (5 acres)
   The Town exercised its right of first refusal under Chapter 61B, purchasing the high priority parcels of developable land from Benjamin and Sarah Drew on the east side of Boston Road for $100,000.00. The purchase took place on March 24, 1988 and included a Right of Way easement to Boston Road.
2) Parcel B (17 acres adjacent to the Route 495 ramp)
   During 1988 the Drew Committee established an agreement with National Development Associates, who had a purchase agreement with Benjamin and Sarah Drew, to purchase the property for $50,000.00. A $5,000.00 deposit and Purchase and Sales Agreement sent to NDA was returned to the town when the agreement between NDA and the Drews dissolved. The committee is actively pursing a direct purchase from the Drews at this time.
3) Parcel C (25 acres on the west side of Boston Road)
   The Town of Westford exercised its option under Chapter 61B to purchase this land. However, the town has challenged the price allocated to Parcel C and arranged for an appraiser to establish the fair market value. With the assistance of Robert LeMire, openspace planner, Matlock Associates, planning consultants and Peter Wells, planner to the Planning Board, an appraisal was undertaken and official soil tests conducted. No passing percolation areas were found, therefore Commonwealth Bankers & Appraisers valued the property for its agricultural use. Mr. Drew has requested a second appraisal and the committee is working with Mr. Drew to secure a second appraiser in hopes of arriving at a fair market value.
4) Long Hill Orchard, Parcel D (12 acres at the top of the hill on the west side of Boston Road)
   Although the committee has not had an opportunity to enter into any agreements regarding Long Hill Orchard, they continue to pursue its long term preservation. Soil tests in March, 1988 failed to locate an area suitable for sewage disposal systems.
5) Windemere II property, Parcel E (20 acres on the east side of Boston Road)
   This parcel sold in 1987 to developer John Adamczyk Jr., when the town did not exercise its option under Chapter 61. As part of an agreement, the developer included trail easements over the existing trail network, deeded 10 acres of land to the Town and deeded the Right of Way to Boston Road. The transfer is scheduled for 1989. Mr. Adamczyk also provided a public access trail along a scenic route by an extensive conservation area. This is a useful trail connection between trails on land owned by the Town and land owned by the Westford Conservation Trust.

In other related matters the Drew Committee and the Board of Selectmen hired Patricia Loring as Project Coordinator in February, 1988 and Richard Emmet Jr., Esq. was appointed as Special Town Counsel because of his extensive knowledge of Chapter 61. The committee also met with the Planning Board, Town Sanitarian and Peter Wells, planning consultant, regarding its concerns of cluster subdivision density when based on inadequate soil information.

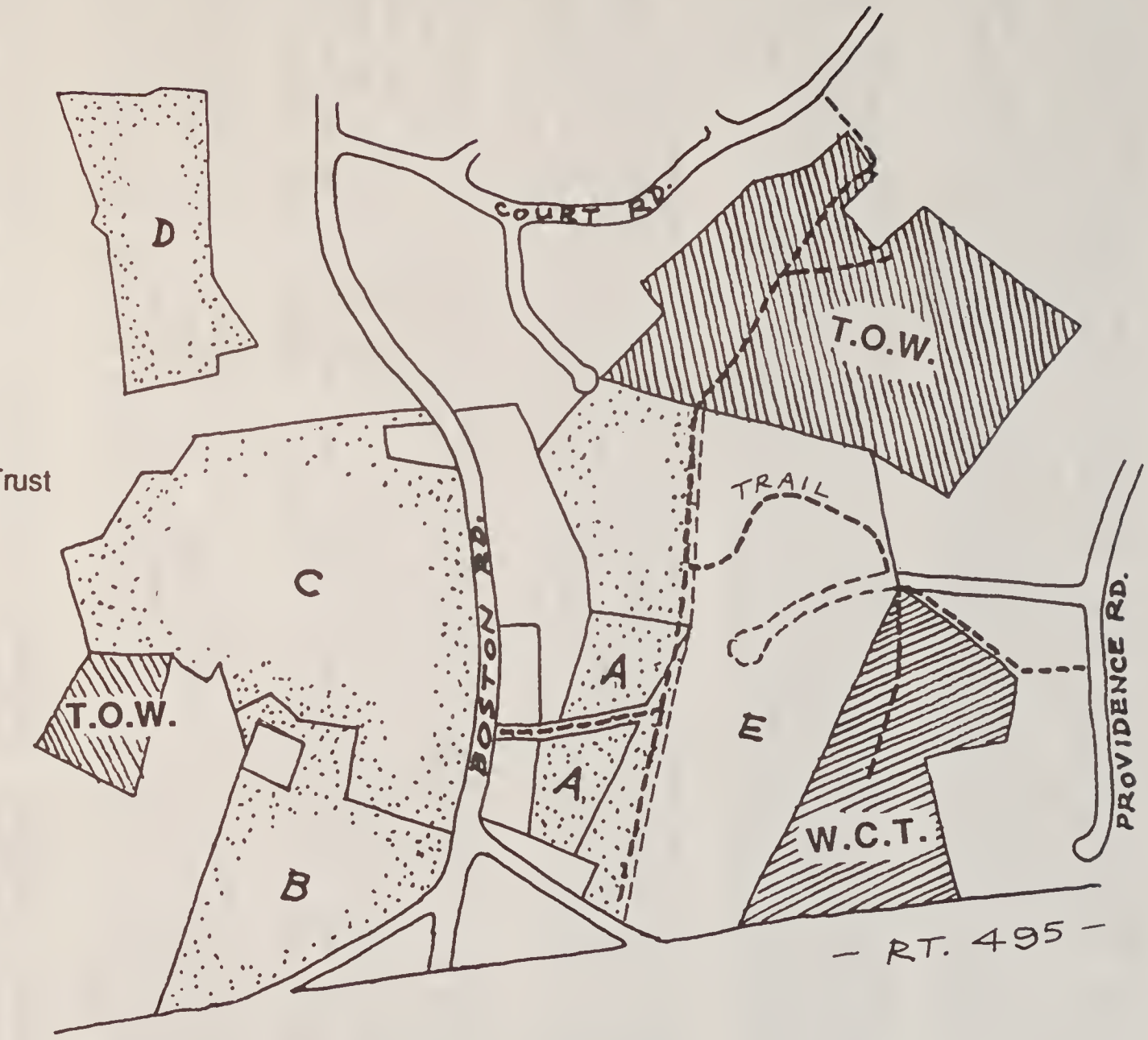
In 1989 the Drew Committee will continue its direct negotiations with Benjamin and Sarah Drew to acquire parcels at the gateway to Westford in an effort to link strategic parcels of town owned land and provide longterm protection to Westford's rural character.

Respectfully submitted,

Albert J. Russo, Chairman
Patricia Loring, Coordinator
David Earl
William Harman
Ronald Sandholm
John Wrobel

T.O.W. denotes
Town of Westford

W.C.T. denotes
Westford Conservation Trust



Gateway to Westford Center

WESTFORD HOUSING AUTHORITY

This past year has been filled with a great amount of hard work, achievement and satisfaction for the Westford Housing Authority Board of Commisssioners and Staff. Beginning with the appointment of our new Executive Director in early 1988, and climaxing with the opening of the Sargent School Housing Complex in October, the year was full of activities and events which mark this as one of the Housing Authorities most productive periods to date.

The most significant "happening" was the opening and occupancy of the new Sargent School Housing Complex. After nearly five years of planning and hard work, this facility added twenty-five new units of elderly housing. It also gave Westford its first six units of subsidized family housing. Dedication of this facility will be held in the spring of 1989.

The opening of the new housing complex has allowed us to accommodate a very high percentage of our elderly housing applicants, and at the same time revealed the substantial need for family housing. While we are proud of our ability to provide some family housing, it is sobering to realize that with only six units to offer, we had over fifty qualified applicants seeking housing.

At the Westford Elderly Hosing Complex on Tadmuck Road, a modernization program was completed with the reconstruction of all the balconies. This was accomplished during the summer of 1988. The architectural work was done by Kaminski and Associates and the construction by NER Construction Management, Inc. The work was started promptly after the contract awards and was finished as originally promised, resulting in an orderly and efficient transaction.

Funding was also received to undertake the replacement of all carpeting at Westford Elderly Housing on Tadmuck Road. The carpeting being replaced is the original material installed in the complex over 15 years ago. At the time of this report, negotiations are in the final stages to have work begin during the spring of 1989.

Another piece of original equipment was replaced in late 1988 with the purchase of a new Gravely tractor. Equipment of this type is necessary to properly care for the expansive grounds.

In September, 1988, the Community Building at 65 Tadmuck Road was dedicated to the memory of Felix R. Perrault, our late State Representative and Westford Housing Authority member. The ceremony was attended by many of Mr. Perrault's family and friends and by numerous Town Officials, past and present.

In February, 1988, Christine G. Pude was appointed as the new Executive Director. The addition of the new facilities generated greater job responsibilities and thus increased the number of hours allocated for performing the Executive Director's functions. Our Maintenance Foreman, Norman Savage, also assumed greater responsibilities and expanded hours to accommodate the new Sargent complex. The Westford Housing Authority office is now open from 9:00 AM to 2:00 PM, Monday through Friday. An answering machine is available to take calls after 2:00 PM.

The Westford Housing Authority continues to vigorously support all forms of affordable housing. We look forward to implementing various types of housing programs in order to offer more affordable rentals to the low and moderate income families of Westford.

The Westford Housing Authority is very proud of our association with "Friends of Project Cope", a non-profit organization dedicated to securing permanent community residences for mentally handicapped adults here in Westford.

This Annual Report would be incomplete without expressing our gratitude to the various Veteran's and Service organizations in Westford who have given so much of their time and resources to make the lives of our residents that much better. When we reflect with justifiable pride on the completion of the Sargent School Housing Program, we are delighted to share this accomplishment with the entire Town of Westford.

Respectfully Submitted,

Christine Pude
Executive Director

ANNUAL REPORT - 1988
LAKES MANAGEMENT COMMITTEE

Members: Harry Horn, Chairman
Dan Doherty, Vice Chairman
Robert Dooley, Secretary
Bill Barnett
James Bergin
Russell Boucher
Lorraine Coyne
Larry Dean
Bonnie Hepburn
Brenda LaCombe
Andy Pauker
Richard Wilcinski

The Westford Lakes Management Committee was formed by the Board of Selectmen in August, 1988 for the purpose of investigating the status of lakes and ponds within Westford, with the following charter:

Short Term - Investigate and identify problems and needs unique to Nabnasset Lake, and arrive at a concensus among property owners, users, and other interested parties as to how to manage and regulate that lake.

Long Term - Frame conclusions and recommendations so as to better understand the need for lake management and regulation, and apply the Lake Nabnasset experience to other Westford lakes and ponds.

To this point, the Committee's attention has been focused on Nabnasset Lake. The investigation has been concerned with the ecology and environment of the lake, as well as recommendations for a lake of balanced recreational enjoyment.

A Communications sub-committee has been important in providing information to lake residents and users regarding committee activities, via local newspapers, cable television, and hand-distributed flyers. Due to the drawdown of Nabnasset Lake because of damage to the dam, and the uncertainty of the timetable for repair, this process has served to communicate information regarding the dam to residents.

In October, 1988, because of a significantly lowered water level, the Committee sponsored a lake-wide clean-up project in the interest of the environment, resulting in the disposal of several large dumpster loads of assorted debris. The committee is deeply appreciative of the participation of the Girl Scout and Boy Scout troops, the Recreation Commission, and many local volunteers who participated, and contributed to the cost of debris disposal.

In January, 1989, a series of guideline recommendations were distributed to residents and users regarding winter recreational use of the lake. These included warnings for recreational use of the ice in light of the continued drawdown of the lake, the recommendation to use certain recreational vehicles only between 8:00AM and 10:00PM, and a request to clean debris from the ice to prevent spring water clutter and debris accumulation.

A set of recommendations has been prepared regarding summer recreational use of the lake. A survey will be prepared and distributed to residents and users to determine opinion and the possibility of concensus regarding these recommendations. Results and final recommendations will be reported to the Selectmen and to residents and users.

Ongoing committee plans are to:

Establish an Environmental Education Plan.

Assess committee performance and charter, and establish future goals, reporting periods, and perpetual events.

Identify active and interested parties from other Westford lakes/ponds and, based on input from them, recommend the future of the Committee to the Selectmen in order to achieve the long term goals.

Respectfully submitted,

Harry E. Horn
Chairman

RECREATION COMMISSION

The Westford Recreation Commission sponsors programs which provide activities for over 2,000 youth and adults in the Town.

1988 was highlighted by the hiring of a new Director of Recreation for the Town. Joanne Sheehan began her job in December after having worked for the Town of Concord Recreation Department for nine years. This new position will provide the Town with a progressive, aggressive approach to Recreation and leisure activities, and hopefully will provide the Town with a welcome variety of programs aimed at all age groups.

The Recreation Department is now located at Town Hall and is open from 8:00 AM to 4:00 PM, Monday through Friday.

The Recreation Commission, which meets every second and fourth Monday of the month in the Town Hall, welcomes suggestions and comments regarding the Town's Recreation programs.

Youth Recreation Programs

Baseball/Softball - Over 650 children participated in the baseball and softball programs of the Westford Youth Baseball League in 1988. This was an increase of about 5% over 1987. As always our thanks goes out to the many volunteers who dedicated their time for the youth of Westford.

A special note of thanks to Gleason Landscaping for volunteering time and equipment to ready the infields at Graniteville before the season and to Janice Arrington who worked at the Graniteville Refreshment Stand.

Although enrollments increased, it was a tough year financially. Uniforms were changed to T-shirts and pants from the traditional full uniforms for major and senior league teams and from the half uniform for the minor leagues. New helmets had to be purchased for all instructional and Pee Wee Teams. However, with an increased budget and money raised in 1988 we look forward to not only replacing old and damaged equipment but also returning to the full uniform concept.

We were not able to field a team for entrance into the Northeast League (ages 16 - 18) due to a lack of participants but we hope to try again next year.

Joe Hudak, League President for the past two years, passed the baton to Jim Ward for the upcoming season. We look forward to working with Jim and are very grateful for Joe's dedication over the past two seasons.

Pop Warner Football - Westford completed its sixteenth year in the Wachusett Pop Warner Football League in the Midget division and its first year in the Pee Wee division. Fifty boys and thirty girls between the ages of 9 and 14 participated in the program.

The Midget Team finished undefeated (8-0) in 1988 to capture the National Conference Title and Advance into Central Mass. Playoffs. The Lions won their first game and were defeated in the Central Mass, Super Bowl by Ft. Devens.

The Pee Wee Team in its first year played each week and were very competitive but failed to come away with a victory on the field.

The season culminated with the annual banquet where trophies and awards were given to the football players and cheerleaders.

The Lions wish to thank all the volunteers and the Westford Recreation Commission for their continued support.

Director: Russ Carlson

Youth Basketball League - Youth basketball this season took on a new and expanded look. With the aid of Jim Velantzas and a small dedicated group of volunteers, the entire league structure was re-organized to enable a well balanced league and more playing time for boys and girls. The league consisted of 5 divisions ranging in age from 9 to 14 years. The Senior Boys Division, headed by Bob Eliason, consisted of 11 senior teams. The Junior Boys Division, headed by Stan Piekos, consists of 9 intermediate teams, and 6 junior boys teams. The Girls Divisions, headed by Bill Laravee, consisted of 4 senior girls teams, and 4 junior girls teams. George Reeves schedules all the referees, Larry Checchi schedules timers and scorers, Bob Baxter is responsible for player development and publicity, and Rick Culver handles all equipment, supplies and scheduling. The season ran from December 1988 through April 1989 with two All-star games and a host of division playoff games. The Youth Basketball League would like to thank all those who volunteered their time and all the referees, scorers and timers who worked very hard to make this program a big success.

Summer Parks - Three playgrounds were operated this year as a part of this program. Activities included volleyball, kickball and other events along with arts and crafts projects. Total registration was approximately 125 which included Frost, Robinson and Old Nab. Parks.

Program Coordinator: Jennifer Hayes

Track - The Summer Track program had fewer participants this year as a result of the hot summer but the program ran well with about 60 participants. This program consists of a combination of instruction and competition. Average attendance was between 40 and 50 per evening.

Director: Ray McCarthy

Beaches - Again this year from late June thru Labor day the beaches at Forge Pond and Edwards operated seven days a week from 10:00 AM to 6:00 PM with qualified life guard protection.

The swim program, which ran from July to early August, had 375 youngsters enrolled in a successful Red Cross swim program conducted in three separate two week sessions by Red Cross instructors. Courses taught included toddlers, basic beginners, intermediates, swimmers and two life saving sections, basic and advanced.

The required life guard protection included two guards on duty at both locations. Life guards were certified in advanced life saving, CPR and first aid.

Adult Recreation

All Adult Recreation programs are completely self-supported with all costs borne by participants except for the facilities provided by the Recreation Commission and the School Department.

Men's Softball - involved more than 240 players on twelve teams in two divisions. All games are played on the Forge Village Softball Field. The six team Modified Pitch Division played three evenings and Sundays. Tom Hudson is President of the Modified Pitch Division. The Slow Pitch over - 30 Division was comprised of six temas as well, and played 3 evenings. Bob Cournoyer is President of this league. Both divisions are open to residents of Westford and encourages new players to register for their draft.

Women's Softball - was played on Tuesdays and Wednesdays at the Academy and on Tuesdays at Parker Village. In addition, some late season games were played under the lights at Forge Village field.

Director: Chris Woznac
Director: Kathy DeGrappo

Men's Over 30 Basketball - The over 30 basketball league began in January and ran through the middle of April. There were six teams in the league made up of approximatley 60 men who either live or work in the Town. The games were Sunday nights at the Academy or Mondays and Wednesdays at Abbot Middle School. The league champion was UHP with runner-up Bob's Auto . Once again the league would like to thank the Recreation Commission and the School Departments for their help.

Men's Volleyball - is held on Friday nights at 9:00 PM at the Abbot Middle School gym. The program runs from October through April and is a popular means of exercise for men of all ages.

Director: Dennis "Spike" Walsh

Women's Volleyball - was played on Tuesday nights at 9:00 PM at the Abbot Middle School gym. This is a non-structured group and is composed of women of varying interests and abilities. Although attendance is not required, a sizeable group plays each week. The program is open to women of all ages who live or work in Westford.

Director: Marilyn Gloyd

Acknowledgments

The Westford Recreation Commission recognizes the fact that there are numerous volunteers involved with our programs without whom there would be no organized recreation in the Town of Westford. A special thanks to everyone who has given unselfishly of their time and energy in their various capacities as managers, coaches, boosters, administrators and officials. Your involvement has made an invaluable impact on local sports in general and specifically on the youth of Westford. As always, your boundless energy, enthusiasm and expertise have made the various recreational programs a huge success.

The Recreation Commission would like to make note of two outstanding volunteers in Westford recreation sports who have died this past year: Joseph "Pete" Dunigan and Robert DeFilippi. Our heartfelt sympathy goes out to their families.

An additional thank you to the following organizations whose guidance and support have contributed to the recreational activities:

Westford School Department
Westford Highway Department
VFW Post #6539
Roudenbush Community Center

Respectfully submitted,

Westford Recreation Commission
Judith Ramirez, Chairman
William Barnett
Russ Carlson
Larry Checchi
Larry Cormier
Tim Cox
Dennis Peloquin

REPORT OF THE SEALER OF WEIGHTS AND MEASURES

Liquid Measuring Meters	64
Scales of less than Ten Pounds	4
Scales of 0 - 300 Pounds	39
Pharmacy Scales	4

Fuel Trucks are tested in Lowell because of special equipment needed.

Respectfully submitted

George S. Fletcher
Sealer

SIDEWALK AND PATHWAYS STUDY COMMITTEE

The Sidewalk and Pathways Study Committee was created in February 1988 due to mounting concern on the part of the public for the safety and welfare of pedestrians in Westford. Recent increase in polpulation in Westford has helped bring about increased numbers of motorists and automobiles. Further, the existing lack of sidewalks/pathways set aside from the roads used principally by motor vehicles makes our polulation even more dependent on the use of automobiles for "safe" conduit from one part of the Town to another (even where short distances are involved in a number of cases), as is the case especially where children are concerned.

The first act of the Sidewalk Committee was to develop a Pedestrian Safety and Sidewalks Questionnaire to determine 1) that there truly was a basis for the existence of such a committee to pursue issues relating to pedestrian safety in Westford and 2) to define those areas in Town where the population strongly felt a need for sidewalks. Of the approximately 900 questionnaires which were handed out to residents at a Special Town Meeting held in the spring of 1988, we received nearly a 30% response. Roughly 110 respondents believed that many streets in Westford are unsafe. Approximately 10% of the respondents wanted no pathways whatsoever and felt our Town had no pedestrian safety problems. Further analysis revealed that these 10% had no interest whatever in walking, or in being able to walk. In response to the questionnaire: 167 people said they would walk more if the Town had more sidewalks; ln 178 families children would walk/cycle more; 203 people said that we should automatically review a road for sidewalks if it is in need of resurfacing; and 227 people felt the Town should place greater demends on developers for the construciton of sidewalks.

Based on the survey results, the Sidewalk Committee plotted a map of Westford citing those streets which were in need of sidewalks. As a double-check for lack of bias in our own conclusions, we then sought and obtained from the Police Department a computerized listing of motor vehicle/pedestrian accidents since 1983 (the inception date of these listing). Our results coincided nicely.

The Committee has made the Following recommendations to date:

1) That funding up to the amount of $27,000.00 be sought for the placement of white side lines on roads specified in a list that has been prepared by Mr. Wyman of our Highway Department.

2) That more cross-walks be added in specified locations.

3) That funding be sought from the State for the construction of a sidewalk along Concord Road and Pleasant Street, where two of our schools are located.

Chances for the success of the latter proposal are looking dismal as economic complications are being encountered at the State level. However, it is worthwhile pursuing the sidewalk, if not this year, then as soon as possible.

Future Plans

The Sidewalk and Pathways Study Committee technically will expire in June 1989. It is our hope that the Committee will be granted permission to carry on as an action committee, and no longer simply as a study committee. We feel we are

only at the beginning of working out potential answers for what remains a pedestrian safety problem, and ultimately an environmental one of global proportions. We have created a society that is too dependent on automobiles, and we need to find alternatives.

Currently our Committee is looking into a proposal for a sidewalk along Rte. 110 and it is considering what it hopes might be a reasonable and acceptable by-law to be presented to the Town at a Town Meeting.

This Committee would not have existed or functioned well were it not for the encouragement and the feedback from the Board of Selectmen, Mr. Wyman from our Highway Department, our Police Department, members of the Planning Department, Mr. Peter Wells, Mr. Hal Schreiber and David Fraser all of whom gave sound advice at the inception of this Committee. Mr. Robert Halpin has been outstanding in all respects. To date virtually all costs for our Committee's work including the survey have been incurred by committee members.

Respectfully Submitted,

Gloria Black, Chairperson
Angela Mosscrop
Dorothy Natoli
Leonard Natoli
Barbara Thornley

SLIFER PROJECT COMMITTEE ANNUAL REPORT

The Slifer Project Committee was established by the Board of Selectmen following a 1987 Town Meeting vote authorizing the one million dollar purchase of the Slifer property on Keyes Pond. The 36 acre property included 450 feet of Keyes Pond frontage, a beaver pond, 2,600 feet of frontage on Snake Meadow Brook and its extensive adjacent flood plain, 3,000 feet of frontage on Keyes and Gould Roads, and portions of Hornhaw and Spaulding Brooks traversing the property. Also existing on the land was a waterfront house, a boathouse, several outbuildings and extensive professionally landscaped gardens and terraces. The purchase was possible under provisions of MGL Chapter 61B. A limited development is being undertaken, whereby portions of the property are being sold to help finance the project, while 27 acres with Keyes Pond waterfront and environmentally interesting land is being preserved through a Self-Help Grant and Town acquisition.

The Town purchased the property on August 18, 1987. On October 24, 1987 the house and 3.2 acres, with a conservation restricton on 2.8 acres, was sold at auction for $220,000.00.

The remainder of the project consists of two components: (1) engineering and selling five house lots on Gould Road and (2) completing a Self-Help Grant application for the remaining 27 acres to be owned and managed by the Town. These two activities comprised the major emphasis of the project during 1988.

To prepare the five Gould Road house lots for sale, the lots were engineered and fully permitted with the assistance of Visniewski Engineering Inc. of Chelmsford, MA. Permits obtained include: Board of Health sewage disposal system permits, Planning Board and Land Court approvals and Conservation Commission Orders of Conditions. A sealed bid selling process was attempted in the spring. However when only four bids were received at the minimum bid amount of $85,000.00 the Selectmen rejected the bids at the Slifer Committee's recommendation. The committee then launched a direct marketing approach during the summer of 1988. As the real estate market continued its downward trend, DeWolfe New England was hired to professionally market the house lots. That effort is continuing.

The Self-Help Grant process continued in 1988. Two full appraisals for the 27 acres were received from Ken Harkins, Inc. of Lowell, MA and L. J. Boudreau Associates of Fitchburg in the amounts of $835,000.00 and $780,000.00 respectively. Westford is eligible for reimbursements up to 63% of the Fair Market Value. The value dropped to $582,000.00 when a second appraisal method was requested by the Division of Conservation Services. In May Westford received notification of a grant approved in the amount of $268,750.00. The Slifer Committee then pursued, without success, the possibility of increasing the grant amount. Following extensive meetings, correspondence and analysis of the situation, the committee recommended to the Selectmen that Westford accept the grant. The billing process was ongoing at the end of 1988.

In other related matters, the Selectmen created the position of Project Coordinator for the Drew and Slifer Committees. Patricia Loring was hired for the position, thereby resigning as chair and voting member of the committee. Robert Fagan was unanimously elected as new chairperson and Mary Morton was appointed by the Selectmen to the position of full voting committee member.

Greg Barnett, an Eagle Scout candidate and Troop 159 performed improvements to the Slifer land during September 1988. The boat house and well house received a new coat of paint and picnic tables were built and are scheduled for installation in the spring of 1989.

The committee wishes to especially thank the Board of Selectmen for their support during 1988. The effort to market the five house lots and to finalize the Self-Help Grant process will be ongoing in 1989.

Respectfully submitted,

Robert Fagan, Chairman
Patricia Loring, Project Coordinator
Ronald Johnson
Mary Morton
Robert Herrmann

Solid Waste Advisory Committee

The committee's work in 1988 involved the implementation of our recycling proposal presented to the Selectmen in the fall of 1987. A townwide mailing in the spring gave all residents instructions for recycling newspapers and magazines, yard wastes, and "white goods" (large appliances such as washing machines and dryers.)

NEWSPAPER RECYCLING

The November 1987 request to the State DPW to use their maintenance depot on Boston Road as a collection site led to a March meeting with DPW Commissioner Jane Garvey. Several follow up discussions with many DPW personnel and letters from Representative John MacGovern's office finally resulted in the granting of a permit on May 25.

The first newspaper collection was held in June, staffed by members of the committee, plus Marge and Doug Barnett, Emily Teller and Drew Goodrich. Vining Disposal donated a 30 yard container which was filled to the brim. 9.5 tons were collected.

With different town organizations volunteering to staff the recycling on the third Saturday of each month, the following tonnages were collected in the last six months of 1988:

July	SWAC Committee	18.7 tons
August	SWAC Committee	29.2 tons
Sept	Musica Sacra	31.1 tons
Oct	Golden Age Club & Girl Scouts	32.5 tons
Nov	Newcomers & Friends	66.2 tons
Dec	League of Women Voters	42.8 tons
1988 TOTAL		230.0 TONS

The savings to the Town of Westford in tipping fees not paid at the NESWC resource recovery facility in North Andover was $ 13,340.

COMPOSTING

Thanks to Laughtons Nursery in Westford, residents have been able to take leaves and small brush to the nursery for composting. The site received approval from DEQE as a designated composting site, and the result was the removal of a large tonnage from the curbside waste stream which otherwise would have been trucked to NESWC at $58/ton.

WHITE GOODS

A proposed collection of major appliances which would otherwise be put out for curbside collection had to be cancelled. Just weeks before the September date, the salvage company which had agreed to take the white goods was notified by DEQE that his processing operation could not continue until proper disposal of capacitors and transmission oils in washing machines could be arranged.

CURBSIDE RECYCLING

In October, David Vining presented a proposal to the Selectmen to have his company, Vining Disposal Service, Inc., establish a curbside recycling program in Westford.

Under the Vining proposal, each Westford household would receive a single plastic bin divided into two compartments. In one side, the homeowner would collect newspapers and magazines, and in the second compartment, all other recyclables (glass, plastics and metals).

At the request of the Selectmen, our committee has been working out the details for such a comingled recycling program with a goal of implementing it in late summer or early fall of 1989.

THANKS TO:

- Everett Olsen and Dr. John Crisafulli of the Westford School Department for allowing us use of the Nabnasset School parking lot for a second newspaper recycling trailer, and use of the School Department truck each third Saturday of the month.
- Harold Fletcher of the Water Department and Pete Wyman of the Highway Department for trucks and personnel to help with overflow amounts of paper.
- Vining Disposal Service for providing one 30 yard container monthly at no cost.
- The staff at the DPW maintenance depot.
- Judy Kusmin, Barbara Melvin, John Urbaniak and Marcia Walsh for helping the committee with hoisting several tons of paper in 90° weather and 8° weather.
- Elizabeth Michaud for attending the NMAC conference with us, and Pete Dunigan for staying an active member even through his illness.

Respectfully submitted,

Ellen Harde, Chairman
Tisa Jewell
Roger LaChance
Robert Tierney
Steve Young

TOWN BUILDINGS AND FACILITIES COMMITTEE

Members:
Steven C. Boudreau, Chairman
Dorothy Swanson, Vice Chairman
Robert Halpin, Secretary
Joseph Roy
Richard Jordan
Gilbert Brown

The Town of Westford Buildings and Facilities Committee was appointed by the Board of Selectmen to investigate the physical conditions, present and future space needs of the Town departments that occupy the following Town buildings and facilities:

Town Hall/Police/Fire Station
School Dept. Administrative Offices
Highway Department
Cemetery Department
Water Department
Sub Fire Stations in Graniteville, Forge Village, Nabnasset
Roudenbush Community Center, Library, Cameron/Frost Schools

The Buildings and Facilities Committee received funding to test soils in the Town Center to investigate the possibility of accommodating a Town Hall/Fire/Police Station renovation and expansion project. Dufresne-Henry of Westford was engaged to do the soils testing. The results technically were not very promising. Unfortunately, the naturally occurring soil conditions necessary to bring any proposed project in compliance with the State Sanitary code did not exist. Extensive work would be necessary to bring any proposed septic systems for the project into compliance with State Sanitary code to service the project. The Buildings and Facilities Committee met with the Board of Health to see if it would be prudent to pursue a hardship waiver application to the DEQE for this project. The Board of Health said that they would not support such a move.

On the legislative front our newly elected State Senator Paul Celluci filed a home rule petition on behalf of the Town that would authorize the Town to lease real property for 5 to 10 years. The leasing authorization would allow the Town to exercise another option in leasing commercial buildings if it were cost effective to do so. The Buildings and Facilities Committee is confident that the legislation will pass in the Spring of 1989.

In conclusion, the Buildings and Facilities Committee has for the last three years struggled to bring to light the facts regarding the Town's continuing growing need to provide adequate qualtiy space for it's municipal departments. Unfortunately, because of other Town priorities the needs have yet to be addressed in a long term meaningful way. The Building and Facilities Committee wants to go on the record and state that the care and maintenance of our buildings and facilities is important in providing quality services to the residents of the Town.

TOWN MANAGEMENT STUDY COMMITTEE

Article 13 of the 1988 Annual Town Meeting directed this committee to prepare for future consideration by the Town the following:

- creation of the Town Manager position;
- changing from elected to appointed the Board of Health, Town Clerk, Treasurer/Collector and Board of Assessors;
- creation of a Department of Public Works;
- reorganization of the Town's governmental and management structure.

Westford has no written charter. Our proposals, if accepted by the Town, will be submitted for approval to the legislature as special acts.

The formulation of these special acts required countless hours of research, discussion, consultation and meetings with many officials, Town employees and citizens who contributed valuable input to the process. We thank them for their help during our deliberation.

The acts we propose for approval will be presented as articles on the warrant for the 1989 Town Meeting.

Respectfully submitted,

Rick Bahnick, Chairman
Jerry Berkowitz
Ellen Harde
Sam Frank
Frank Jeray
Madonna McKenzie
Fred Radcliffe
Dick Walthers

ANNUAL REPORT
FOR 1988

The Westford Arts Council
Post Office Box 701
Westford, Massachusetts 01886

The Westford Arts Council is responsible for inviting, reviewing and approving grant applications from area artists and arts-related organizations. Funds available for grants are allocated to WAC by the Massachusetts Arts Lottery Commission. The Commission receives its funds from the state's Megabucks lottery.

In 1988 the WAC received 24 applications for arts activities and approved 18 for funding in the amount of $11,488. These included:

- The Roudenbush Center for the Artists' Directory and The Westford Regional Art Event '89
- Westford Chorus for 3 concerts
- Indian Hill Arts for school programs of music and tales from far and wide.
- Westford Academy for poet-in-residence
- Mark E. Germann for a Westford historical photo album

In addition, 6 grants, totalling $2,950 were given on a reimbursement basis through the Performing Arts Student Series (PASS), to enable Westford students to attend live performing arts events at a ticket price not to exceed $5.00.

The council once again gave two $250 scholarships at Westford Academy.

Council members include:

Andrew Kusmin - Co-chair, treasurer
Diane Earl - Co-chair, secretary
Caroline Fisher - PASS Coordinator
Peggy Baranowski
Geraldine Beck
Kathleen Healy

Respectfully submitted,

Diane Earl, co-chair-secretary

WESTFORD MUSEUM

The Westford Museum, 2 Boston Rd., opened during the month of May, 1988 with an art show featuring the work of students of Nancy Rothera, past president of the Friends of the Westford Museum.

The official 1988 opening was on June 17, coinciding with the Strawberry N' Arts Festival. The opening exhibit was the popular display of pictures and yearbooks of early and more recent Academy graduates. This stayed in place until Labor Day. In addition, during the summer, smaller exhibits were added from time to time including: collections of Scandinavian mementos; hens and roosters from many countries; seashells of the world; posters, art, ads and timetables from the railroad era; and a Victorian exhibit of items brought back by Westford world travelers, as well as portraits of Westford residents of the same era.

October was designated Crafts Month and brought Westford artisans exhibiting their expertise to the Museum throughout the month. This year the Museum was fortunate to have: Mary Ellen Bakken, spinning fur from her Angora bunnies; Tricia Ziegler, who designs and works intricate samplers; Jane Reever, basket weaver; and Jean Downey, who demonstrated work on dolls from the Women of Westford Remembered series.

In June the Museum sponsored the 5th annual Living History tour of Westford for all third grade students in the Westford Public Schools. This program continues to be possible through the generosity of local artisans who demonstrate colonial crafts and the Westford Junior Women's Club.

The season ended in November with the dedication of the St. Onge garden and Old Timers' Day. The dedication took place by the garden and gazebo where a plaque mounted on granite stands in memory of Mr. & Mrs. George St. Onge, longtime fire dispatchers. The ceremony was attended by many members of the family.

Old Timers' Day, hopefully an annual event, was an opportunity for Westford residents to meet lifelong residents, all but one of whom were graduates of Westford Academy, and to listen to them reminisce about their childhood. Honored this year were Gordon Seavey, Frank Jarvis, Arnold Wilder, Alex Belida, Eva DeForge and Chet Sienkiewicz.

The Museum opened its doors on December 4, to celebrate the seventh annual Holiday Open House. This event was made possible by the efforts of the members of the Westford Academy National Honor Society, who provided the decorations, refreshments and entertainment.

In addition to its planned exhibits, the Museum was also made available to numerous school and scout groups for special historical lectures and demonstrations by board members. In its efforts to meet the needs of Westford, the Museum also continues to provide the answers to inquiries about genealogy, old homes, history of the Town and many other subjects throughout the year.

In 1988 the Museum entertained about 300 visitors and the accessions committee accepted 71 donated items. The Gift Shop, located in the Museum, sells old maps, prints of engravings of Westford Center and Graniteville, the Official History of Westford by Rev. Hodgman covering the years 1659 to 1883 and other items of special interest to Westford residents.

During the winter when the Museum is closed, much of the work on maintenance and new exhibits takes place. Many improvements have been made in the Museum and the cottage by the maintenance crew. The track lighting funded by a grant from the Westford Arts Council was installed in time for opening day. The removal of stored accessions to the Cottage opened up the second floor of the Museum for new exhibits and many other projects including:

- The school room was moved upstairs to a new spot
- Portable ramps for handicapped access
- Partitions in the farm equipment and tool exhibit
- Cabinet constructed for the VCR and components
- Free standing display panels
- Sink plumbing in Museum moved to prevent freezing
- The St. Onge garden planted in July.

The Museum wishes to thank all those who have generously donated to the Museum. As a non-profit organization the Museum relies on your continued support to remain operational. During this year a special thanks goes to the J. V. Fletcher Library for its donation of display panels and reference table and to the Westford Academy Trustees for underwriting the cost of binding three sets of the volumes of early Westford Academy records. These records may now be examined without danger of damage in the Westford Academy Library, the J. V. Fletcher Library, and at the Museum.

In turn, the Museum Board was happy to be able to assist the Library during its period of construction by providing storage space. The Museum also porvided a temporary meeting place for the Mineral and Photography clubs.

A Town-wide mailing, printed by the Nashoba Tech print shop, brought in 57 new members and 24 renewals. It is hoped that more residents will become actively involved in helping the Museum continue to serve the community as a repository of Westford memorabilia and as a window on Westford's past, while also looking to its future.

The Museum Board meets on the first Monday of the month from 9 to 10:30 AM in the cottage board room. The public is encouraged to attend these meetings at which Board action focuses on plans and procedures for making the Museum more vital and interesting to the public.

Respectfully submitted,

Lloyd Blanchard, President
Alexander Belida, Vice President
Virginia Berkowitz, Secretary
Lewis English, Treasurer
Connie English, Curator
Madonna McKenzie
John Crisafulli
Eva DeForge
Gordon Seavey
Jan Timberlake
Norma Treat
Charlotte Scott
Marion Thompson

A Guide to Town Meeting in Westford

prepared by
the Westford League of Women Voters

Open Town Meeting

In open Town Meetings, the registered voters discuss and decide the course of government. Annual meetings are held at the Abbot Middle School the first Saturday after the first Tuesday in May. Subsequent special town meetings are held as necessary throughout the year. Registered voters may speak and vote; non-registered citizens are welcome to observe.

Hearings

Publicized hearings are held by the Finance Committee, School Committee and other boards to offer voters an opportunity to prepare for Town Meeting discussion.

The Warrant

The warrant for the Annual Town Meeting contains two parts: 1) Election Day information and 2) articles, including the budget, to be considered at the business session. Annual town meeting warrants are prepared by the Selectmen and mailed to the voters with recommendations from the Finance Committee in advance of the meeting. Notice of a Special town meeting is given by posting a copy of the warrant at the Town Hall and at each post office in Westford at least 7 days before the meeting.

Articles are taken up in the order in which they appear in the warrant. However in special cases an article may be taken up out of order if a majority vote is obtained.

Quorum

No quorum is needed for Annual Town Meeting.

A quorum of 2% of the registered voters is necessary for the transaction of business at a Special town meeting. However a number less than a quorum may adjourn any such meeting.

Permission To Speak

Any voter wishing to speak may raise his hand to be recognized by the Moderator. Once recognized, he should walk to the microphone and give his name and address. He may continue at the microphone as long as he speaks directly to the question under discussion and maintains acceptable conduct.

Amendments

Not more than two amendments to any motion or article may be pending at one time. According to Westford bylaws, ''a motion and amendments to a motion shall be voted on in inverse order; provided

that when two amounts of money have been presented for appropriation by motion and amendment thereto, the largest amount shall be voted upon first.

The bylaws futher state that "All amendments shall be presented in writing if requested by the Moderator."

Action On The Motions

All articles appearing on the warrant must be acted upon before the meeting can adjourn. Usually articles are passed or rejected with or without amendment after debate, but they may also be withdrawn or placed on the table.

To Withdraw (Or Dismiss) A Motion

It is possible that an article's sponsor may move to "withdraw the motion." This motion to withdraw requires a majority vote and is usually made because new or additional information has been obtained after the preparation of the warrant indicating that action upon the motion could be unwise or illegal.

Lay A Motion On The Table

If, after an article has been presented as a motion and seconded and debate has begun, someone has sufficient reason to postpone the final vote, he may move to "lay it on the table." A simple majority places it on the table, as well as later taking it back to the floor for final action.

Limits On Debate

There are no prescribed limits to debate except common sense. The Moderator may at his discretion ask a speaker to terminate his remarks if he is straying from the subject or talking at unnecessary length.

Debate may also be terminated by two-thirds of those voting. A voter raises his hand to be recognized, and says, "Mr. Moderator, I move the previous question." If this motion is seconded and voted by a two-thirds majority, debate ends and the article under discussion is immediately put to a vote.

Voting

Most articles are decided by a majority vote unless a larger vote is required by statute or bylaw. Voting may be by voice or by a show of hands and the outcome is determined by the Moderator. His decision may be challanged by 7 voters standing to show their disagreement, at which time the tellers take an official count of hands.

A two-thirds majority is required for amendments to zoning bylaws, for taking land by eminent domain, and for bond issues. These votes must be counted by the tellers unless they are unanimous.

Westford bylaws allow secret balloting if requested by any twenty voters attending the meeting.

Reconsideration

An article may be taken up again after it has been accepted or defeated if a majority of the voters approve a motion for reconsideration. If a motion is made at an adjourned session to reconsider an article acted on at the earlier meeting, Westford bylaws require a two-thirds vote on this motion for passage.

In every case, the motion to reconsider must be made by a person who voted on the prevailing side in the original vote.

Who May Address The Meeting

The Moderator may allow guests in the back of the hall, but he clearly establishes that they are outside the bounds of the meeting.

No person whose name is not on the list of voters is admitted to the floor of the hall or permitted to address the meeting unless invited to do so by a two-thirds vote of the meeting.

Resolutions

The Meeting may wish to give direction to a board without binding effect, or indicate the desire of the Town in a matter not subject to direct action by Town Meeting. It may also wish to express thanks or offer other courtesies. Such expressions may be made in the form of resolutions.

Parliamentary Question

A voter can interrupt the person speaking with a ''parliamentary question'' to obtain information from the Moderator on parliamentary rule or what procedures are permissable. The question must be relevant to pending business. No vote is taken.

Point of Order

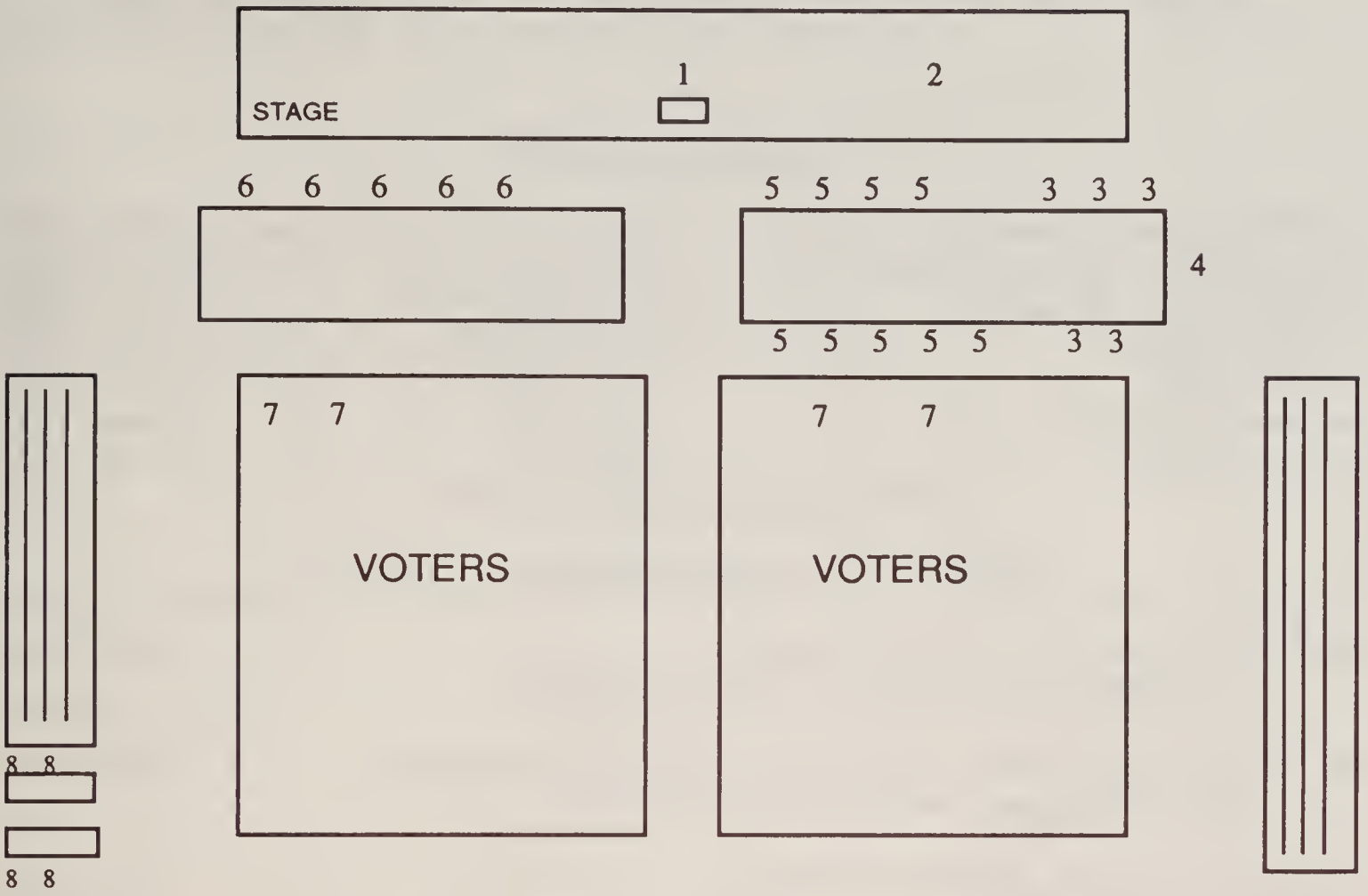
A voter familiar with parliamentary rule may raise a point of order, indicating to the Moderator that he feels that something is wrong, e.g. an amendment is not germane to the issue or a motion is out of order. The Moderator may either make a decision himself with no debate, or put the question as a motion which may be debatable.

Adjournment

If the hour is late and there are still articles to be acted upon, the Moderator and the Selectmen may confer and ask for a motion to adjourn the meeting to a later time and place in order to complete the warrant.

When all business on the warrant has been acted upon, the Moderator asks for a motion for adjournment, which must be seconded and voted upon.

TOWN OFFICIALS AT TOWN MEETING



1. The **MODERATOR,** elected for a 3 year term, presides at Town Meeting. The proceedings are governed by the rules of practice contained in Robert's Rules of Order (1951 Ed.) except as modified by statute or Town bylaws.

2. The **TOWN CLERK,** elected for a 3 year term, keeps the official record of the proceedings at the Meeting and notifies those effected by its actions. She may be accompanied on the stage by the her assistant.

3. The **SELECTMEN**, elected for overlapping 3 year terms, prepare the warrant and have responsibility for carrying out the decision of the Town Meeting. Their EXECUTIVE SECRETARY sits with them and may speak on the Board's behalf.

4. **TOWN COUNSEL**, appointed by the Selectmen, is present to advise on legal matters.

5. The **FINANCE COMMITTEE**, appointed by the Moderator for overlapping 3 year terms, makes recommendations to the Meetings on all articles relating to the expenditure of money.

6. The **SCHOOL COMMITTEE**, elected for overlapping 3 year terms, presents the School Committee budget and speaks to school related issues. The SUPERINTENDENT and BUSINESS MANAGER may sit with the Committee to provide them with information requested by the voters.

7. Other Town boards and committees may occupy front tables or the front rows of the meeting if they are actively involved in sponsoring articles or proposals.

8. The **TELLERS,** appointed and paid by the Registrars, sign in the voters and count votes as requested by the Moderator or voted by the Meeting.

TO THE CITIZENS OF THE TOWN OF WESTFORD, your School Committee respectfully submits its report for the 1987-1988 school year.

SCHOOL COMMITTEE

Judith Culver, Chairman	692-7433	Term expires 1991
Harry Manuel, Vice Chairman	692-6311	Term expires 1991
Linnea Flint, Secretary	692-3175	Term expires 1990
Gilbert Brown	692-6250	Term expires 1990
Cathy Lane	692-7255	Term expires 1989
Madonna McKenzie	692-3721	Term expires 1991
George Murray	692-2270	Term expires 1989

OFFICE OF THE SUPERINTENDENT OF SCHOOLS

Dr. John Crisafulli, Superintendent — 692-5560
Joy Shelton, Secretary to Superintendent

Dr. Henry C. Zabierek, Director of Programs/Staff Dev. — 692-5560
Shirley Mantone, Secretary to Director

Everett V. Olsen, Business Manager — 692-5562
Kay Stilling, Receptionist/Secy. to Bus. Mgr.
Alice Watson, Bookkeeper
Lorraine Hurley, Asst. Bookkeeper
JoAnne DelPapa, PT Bookkeeper

Dr. Kevin Dwyer, Administrator of Special Education — 692-5565
Joan Chipchak, Secretary to Administrator of Special Ed

Dr. Jane Coleman, School Psychologist
Alma Swartz, School Psychologist
Cathleen Estep, Team Chairperson
Ann Moynihan, Secretary/Receptionist

SCHOOL TELEPHONES

Westford Academy	692-5568	Frost School	692-5594
Music Office	692-5575		
Guidance Office	692-5572	Cameron School	692-5589
Athletic Office	692-5578		
Food Services	692-5576	Nabnasset School	692-5583
Abbot Middle School	692-5580	Robinson School	692-5586
Norman E. Day School	692-5591		

SCHOOL PHYSICIAN

Westford Pediatrics, 200 Littleton Road, Westford 692-3161

SCHOOL NURSES

Anne McCusker, RN, Head Nurse, Office: Abbot School	692-5580
Barbara Brewer, RN, Office: Westford Academy	692-5568
Barbara O'Neil, RN, Office: Nabnasset School	692-5583
Beverly Shepherd, RN, Office: Robinson School	692-5586
Virginia Toupin, RN, Office: Norman E. Day School	692-5591

SCHOOL SESSIONS FOR PUPILS
(Effective 9/1/88)

Westford Academy	Grades 9-12	7:25 AM - 1:50 PM
Late Bus		3:25 PM
Middle Schools	Grades 6-8	7:55 AM - 2:15 PM
Late Bus		3:15 PM
Elementary Schools	Grades 1-5	9:00 AM - 2:50 PM
Kindergarten AM		9:00 AM - 11:30 AM
Kindergarten PM		12:20 AM - 2:50 PM

NO SCHOOL SIGNALS

These consist of two blasts on the fire horn at Westford Center at 6:30 AM for the high school and at 7:00 AM for the elementary and middle schools. The following stations carry our no school announcements at 6:30 AM:

WCAP	Lowell	980	WHDH	Boston	850
WBZ	Boston	1030	CHANNEL 4	Boston	
WLLH	Lowell	1400	CHANNEL 5	Boston	
WEEI	Boston	590	CHANNEL 7	Boston	

It is the policy of the School Committee to keep schools in session on all days during which it is safe for buses to be operated. The widely varying conditions in the several parts of Westford make it difficult to reach decisions equally fair to all. On days when weather conditions are questionable, parents are urged to exercise their own judgment as to the wisdom of sending children to school.

SCHOOL VISITS

You are welcome in your schools to talk with the school principal and staff whether or not you have children in the schools. However, in order not to interrupt a class, you are urged to: 1) Check in with the principal before visiting a class, and 2) Make an appointment if you wish to discuss your child's progress with a teacher.

SCHOOL ADMISSION

Children are eligible for enrollment in kindergarten in September if they have attained the age of five prior to September 1; in grade 1 if they have attained the age of six years. Birth certificate and evidence of successful vaccination are necessary for registration of any child new in Westford. Those transferring from other schools should present transfer cards.

SCHOOL COMMITTEE MEETINGS

The School Committee meets in regular session, every two weeks on Mondays, except during July, at 7:30 PM. There are also special meetings called from time to time, especially during budget preparation. Meetings are usually held in Room 114 of the Westford Academy, and are posted at the Town Hall. The public is encouraged to attend. Meetings are broadcast on Westford's Channel 8.

SCHOOL CALENDAR 1987-88

Fall Term:	September 9 - November 13
Winter Term:	November 16 - January 29
Spring Term:	February 1 - April 15
Summer Term:	April 25 - June 21

Total School Days: 180

Days Omitted

Columbus Day	October 12
Veterans' Day	November 11
Thanksgiving Recess	November 25-November 30
Christmas Recess	December 23-January 4
Martin Luther King Day	January 18
Winter Recess	February 15-19
Good Friday	April 1
Spring Recess	April 18-22
Memorial Day	May 30

1987-1988 OVERVIEW

The Westford School Committee respectfully submits its 1987-88 school operational program. A three-year trend of rising elementary enrollments continued with the kindergarten level showing a 16% increase from 1986. The high school level showed a 1% decrease in enrollment from the previous year which is considerably less than previous projections which indicated a 3.5% decline. This situation can be attributed to the Town's growth, fewer students attending the Nashoba Valley Technical High School and fewer students opting for private secondary education.

To meet the increased elementary growth, we hired the equivalent of three additional elementary teachers. Overcrowding at the elementary level has necessitated our relocation of four kindergarten classrooms to Westford Academy for fall 1988.

The Special Town Meeting on March 26, 1988, overwhelmingly voted to allocate, pending debt override ballot approval, funds necessary to perform site, engineering, school design, and bidding costs for the construction of the proposed new middle school. The Town Election on May 3, 1988, voted to allocate the necessary funds for the engineering and designing costs and exempted from the limits proposed by Proposition 2 1/2 the cost of bonds required for construction. The Board of Selectmen have approved a Permanent School Building Committee. They will be meeting throughout the year to select an architect, determine a site, develop a building design, and prepare bid specifications.

The budget approved at Town Meeting for the 1987-88 school year was $9,920,000. This included funds for negotiated salary increases and a small increase in per pupil supply allocations. Separate warrant articles at Special Town Meetings were approved for roof projects at the Robinson, Abbot, and Day Schools; a new maintenance truck; and additional funds to offset the Special Education tuition account deficit.

PERSONNEL

During this school year we had four teacher retirements - Carolyn Geissler, Joan Kavanagh, Marcia Kistler, Alice McIntosh, and Marjorie Nardini with a combination of 88 years of dedicated and caring service to the students of Westford. They will be dearly remembered and sorely missed.

Pauline Oliver, Robinson Food Service Manager, retired after 21 years of dedicated service.

Frederick Hendricks, Westford Academy Social Studies teacher and Department Head, had a year's sabbatical. The leave provided him with

the opportunity to visit and study in Japan and to be academically involved in the Presidential Classroom Program (High School students visiting Washington, D.C. and learning about the modes of government). Frank Bishop, elementary Physical Education teacher, also received a sabbatical leave and was enrolled in a Master's program at the University of Lowell with a concentration in computer education.

Judith Culver, Harry Manuel and Madonna McKenzie were re-elected to three-year terms on the School Committee, and Linnea Flint was elected to fill the remaining two years of Allan Timmins's term.

PER PUPIL EXPENDITURE COMPARISON

As in the past several years, we are providing the Town with a comparison of Westford's per pupil expenditures with other area communities. This information is supplied by the State Department of Education and is based upon annual budget expenditures; thus the most recent data is for FY87:

	FY84	FY85	FY86	FY87
Concord	4639	4931	5252	5563
Bedford	3789	4078	4556	5209
Carlisle	4323	4531	5150	5131
Littleton	3174	3658	4110	4364
Acton	3054	3215	3636	4079
Wilmington	2980	3326	3419	3974
STATE AVERAGE	--	--	3488	3853
Andover	2957	3092	3431	3839
North Reading	3134	3399	3592	3835
Dracut	2621	3045	3314	3796
Chelmsford	2721	3026	3391	3748
Reading	2787	2901	3166	3549
Groton	2716	2981	3275	3539
WESTFORD	2557	2981	3191	3486
Tewksbury	2690	2948	3205	3425
North Andover	2366	2530	2877	3377
Billerica	2510	2732	3318	3223
Tyngsboro	2251	2435	2864	3099
STATE AVERAGE	2661	2866	3488	3853
WESTFORD'S RANKING	13th	12th	14th	13th
$ DIFFERENCE - WESTFORD TO STATE	-$309	-$162	-$297	-$367

CURRICULUM AND PROGRAM DEVELOPMENT PROJECTS

Dr. Henry C. Zabierek
Director of Programs/Staff
Development

The 1987-88 school year was an active and productive one for the staff in the Westford Schools. Programs in social studies, health, and music were evaluated and revised, with presentations made to the School Committee in May and June. Sixteen proposals from teachers were awarded Horace Mann grants and eight minigrants were awarded to teachers for creative teaching projects. Teacher training for critical and creative thinking continued with courses offered for elementary and high school teachers; elementary schools collaborated for a Commonwealth Inservice Grant that provided training throughout the year. Seven task committees, comprising 25% of our teaching staff, continued to create and monitor the curriculum.

Language Arts

The Language Arts Task Committee reviewed the K-5 reading program. The need for more materials to provide latitude for teachers to accommodate ranges of students' reading abilities was noted. The program will be thoroughly evaluated and revised in the 1988-89 school year.

Attention was also devoted to the K-8 writing program. Outcome-based charts were reviewed to ensure that the goals of process writing were being reflected.

Mathematics

Westford hosted a New England Conference on "Math Their Way" at Robinson School in the summer of 1987. This program, which featured hands-on learning and manipulative materials, had been pioneered at Robinson by Grades K-2. Thirty-eight persons, ranging from kindergarten teachers to college professors, attended the conference.

The Curriculum Task Committee approved a pre-calculus course at the Academy and a new text for 9th grade algebra was evaluated and approved. The Committee continued to survey area schools for policies on calculator usage. The pros and cons of the use of the calculator were discussed and, while no rigid policy has been adopted, general practice has been agreed upon. Three workshops on higher-level thinking in math were held for elementary teachers in the spring.

Science

Following in the wake of the revision of the science program in 1986-87, two workshops on the teaching of science were offered to K-5 teachers and middle and Academy science teachers. The Curriculum Task Committee reviewed testing and grading procedures in order to seek more inclusive ways of evaluating students. The Committee also investigated ways of accommodating students with wide ranges of ability in science.

Social Studies

The social studies curriculum was reviewed and revised by the Curriculum Task Committee. Thorough research was conducted on present trends and future possibilities. Curricula for grades 4, 6, and 8 were rewritten in a summer workshop. The Committee delivered a report to the School Committee which included rationale for the curriculum, the evaluation of social studies curricula, a scope and sequence, and outcome-based charts for every grade level.

Computers

Computers continued to be integrated more frequently and productively into the curriculum. The elementary concentration continued to be largely in reading and mathematics. Computer laboratories at the middle school were utilized by all facets of the curriculum. More software was available for the Academy Interdisciplinary Lab. The Computer Task Committee developed guidelines for future hardware purchases. The Committee met with the Chairperson of the Citizens' Advisory Committee to share information and discuss new initiatives.

Health

The Health Task Committee reviewed and revised the health curriculum. Teachers attended conferences, and presentations on the Westford Health Curriculum were made at Holy Cross College and Saugus High School. Materials were reviewed and piloted. The Committee delivered a report to the School Committee in May which included a rationale, syllabus, an AIDS curriculum, and outcome-based charts. Glenice Kelley, health teacher at Day School, was named to be a prestigious Lucretia Crocker Fellow by the State Department of Education, enabling her to spend a year sharing Westford's curriculum across the State.

Gifted and Talented

The Gifted/Talented Program at the middle schools continued to serve 13% of the students. A follow-up study of TAP students at the Academy revealed that these students were taking challenging courses at the high school; 90% were enrolled in honors courses and 75% were Advanced Placement students.

STANDARDIZED TESTING 1987-88

Formalized testing for State and National comparison occurred through the use of these tests. The California Achievement Test was administered in September, the Massachusetts Basic Skills Test was conducted in October, and the Massachusetts Educational Assessment Tests were given in April. The results of the latter test will be reported in November of 1988.

WESTFORD STANDARDIZED TESTING

Because of the increased State-mandated testing, our standardized testing program was limited to grades 2, 5, 8, and 10. The California Achievement Test and the Test of Cognitive Skills were administered again. The former tests skills in reading, language, spelling, mathematics, and reference work. The latter measures abilities of a more abstract nature such as sequence, analysis, memory, and verbal reasoning.

Scores for the California Achievement Test are expressed in stanines, which are ranges or bands within which a group score on a test. Stanines 1-3 are considered below average; stanines 4-6 are for average achievement; stanines 7-9 are considered to be above average achievement. Westford students continue to score in the upper level of the average category.

CALIFORNIA ACHIEVEMENT TEST
WESTFORD STANINE SCORES

	Gr. 2	Gr. 5	Gr. 8	Gr. 10
Total Reading	6.0	6.1	5.7	6.2
Total Language	5.8	5.7	5.6	5.8
Total Math	5.6	6.0	5.8	6.1
Total Battery	5.9	6.0	5.8	6.0

MASSACHUSETTS BASIC SKILLS TESTING PROGRAM

The Massachusetts Basic Skills Testing Program was administered for the second year. These tests are designed to identify individual students needing remedial assistance in reading, mathematics, and writing. The tests were administered to grades 3, 6, and 9 in October of 1987. The Massachusetts Board of Education established a standard of 65% correct in reading and mathematics and identified required levels of writing for a passing score. Westford students scored significantly above the State average in every instance.

Percentage of Students Passing

Curriculum Area	Gr. 3	Gr. 6	Gr. 9
Reading	97	96	90
Math	97	97	90
Writing	96	93	92

WESTFORD ACADEMY ANNUAL REPORT
1987-1988

Joseph F. Lisi
Principal

CURRICULUM AND INSTRUCTION

The strength of the Academy's instructional program is demonstrated by the amount of success its students have in their post-secondary pursuits. Westford Academy offers students a comprehensive program which prepares them for educational experiences at the college level or provides them with specific skills which will make them competitive in the job market, and with carry-over activities that enhance their leisure time, whether it is reading a good book or playing golf or tennis.

Besides the day-to-day coverage of the written curriculum and other curriculum activities such as field trips and guest speakers, the following special activities, in alphatetical order by Department, were offered to Westford Academy students:

Art

Photographer Judith Sedwick spent four months at Westford Academy instructing aspiring student photographers in the art of photography. This "Artist in Residence" program, sponsored by the Cultural Education Collaborative's Institute for the Arts, instructed students in picture-taking and developing techniques. The program concluded with a student photography exhibit in February.

Art students prepared the 1988 edition of the "Picturesque Calendar of Westford". Student artists who worked on the project were: Sue Arciero, Tracey Caron, Carolyn Collins, Tracey Considine, Lucy Davis, Keri Hanzsek, John Ferreria, Ginny Friedman, Heather Moore, Andrea Norton, Erin Schroeder, Chad Smith, Erin Stewart, and Brett Terrien. Funds for the calendar project defrayed some of the cost of a trip to New York's art and theatre district.

Business

Westford Academy Business students distinguished themselves at the Annual Massachusetts Office Education Association's Conference. Students received awards in the following areas: Chapter Yearbook, Second: Brenda Hudak, Lisa Pantanella; Promotional Display, Third: Jennifer Diette; Financial Assistant (Accounting), Second: Rhonda Reeves, Fifth: Karen Ryder; Employment Skills B, Second: Rhonda Reeves; Verbal Communications I (Extemporaneous), Third: Donna Demarino, Fifth: Scott Bruno; Verbal Communications I (Prepared), First: Eric Pyra, Fourth: Sue Cappucci; Verbal Communications II (Prepared), Second: Karen Ryder.

Officers of Westford Academy's OEA Chapter for the 1987-88 school year were President: Erin Cassidy; Vice President: Jennifer Diette; Treasurer: Jody McKelvie; Secretary: Kristel Webster; Historians: Brenda Hudak and Lisa Pantanella; Executive Board: Rhonda Reeves and Linda Talbot.

Through the acquisition of Federal funds, the Business Department purchased a MacIntosh II Computer with Digitizing Scanner which was incorporated into the course "Advanced Use of the MacIntosh".

English

Ms. Scannell's Drama Club continued to bring quality presentations to school and community.

Katherine Cook and Chris Hass were first and second place winners in Edison Electric's nationwide Science Fiction Short Story Contest. They were the only two Massachusetts students recognized.

Foreign Language

Seventy-one students were provided with opportunity to travel and study in a foreign country. Offerings included a five-day trip to Quebec, two and one-half weeks in Spain, and six weeks in Germany. The first Mardi Gras Carnival and International Day were also sponsored by the Foreign Language Department.

Home Economics

Interior Design classes completed a community service project of stage curtains for the Parish Hall in Westford Center. Foods classes continued their tradition of hosting luncheons for various groups - including the Westford Academy Trustees.

Mathematics

Computer students collaborated with the Town Board of Health to develop a program and compile data which will be used to analyze health issues and services.

Social Studies

Special programs included: Model United Nations Simulation, Harvard University; Presidential Classroom, Washington, D.C.; Massachusetts State Mock Trial Competition; Applied Economics Program; Massachusetts Bar Association "Lawyer in the Classroom Program - Mock Consitutional Convention", Lowell National Park.

Schoolwide activities of special note included: Eighth Grade Orientation Day; Leadership Seminar held at the University of Lowell; Drug/Alcohol Awareness Day sponsored by Westford Against Substance Abuse (WASA) Committee.

PARENT INVOLVEMENT

Westford Academy parents participated in open "Parent Advisory Committee" meetings throughout the school year. Generally viewed as a way to foster good two-way communication between home and school, PAC meetings also featured special presentations by Department Heads in each subject area.

Parents who served as PAC representatives included: Salli McKittrick and Katie Driscoll, Grade 9; Tricia Eckel and Patti Mason, Grade 10; Ann Pyra and Jon Hellstedt, Grade 11; Rita Norander and Joyce Priestly, Grade 12. Jon Hellstedt also represented Westford Academy's PAC at systemwide meetings.

On April 4, ninety staff members were greeted with a colorful balloon as a kick-off of the Staff Appreciation Week festivities. Activities included:

Drawings of gifts donated by local organizations and businesses.
Desserts offered by the parents.
Staff luncheon prepared and served by parents.

Special thanks to: Katie Driscoll, coordinating gifts; Tricia Eckel, Luncheon; Betsey Mills, desserts; Rita Norander, inviations; and Jon Hellstedt, donuts and coffee.

The following parents supported the week's activities: Sally Benedict, Louise Teague, Joyce Priestly, Brenda Connell, Maureen Thibodeau, Nancy Rothera, Chris Crowe, Cathy Lane, Clara Kennedy, Barbara O'Neill, Betty L'Esperance, Eileen Ross, Paula Eldridge, Mary Hanley, Lou Abbott, Betty Ann Boland, Judy Daly, Peg Donohue, Judy Saulnier, Patti Mason, Vera Heigenroeder, Mary Ericson, Ann Pyra, Mary Ann DeStefano, Mary Ann Ryan, Lee Thurston, Judy Deltano, Mary Morton, Diane Shaughnessy, Barbara Hass, Karen Campbell, Agnes Brown, Ann Greenwood, Peggy Anderson, Rosemary Koester, Lynn Ellis, Kathleen Lallemand, Bev Collins, Gail Kenyon, Marty Finnegan, Sally Regan, Joann Moulton, Elsie Freidman, Nancy Russo, Sandy Miller, Nancy Kendall.

STUDENT BEHAVIOR

The key to proper student behavior is parental support and communication between parents and high school staff. The majority of our student body exerts a positive influence on our school. Unfortunately, that small percentage of our students who misbehave require a great deal of supervision and support from our staff. The following statistics include a disciplinary summary, referrals, and other services provided by Westford Academy's House Teams.

Suspension Summary

Smoking	56	
Truancy	107	
Insubordination/Profanity/Disrespect	21	
Theft	3	Represents
Fighting	6	total of
Habitual School Offenses	14	159 students.
Multiple Class Cuts	5	
Drugs, Alcohol	4	158 were
Unauthorized or reckless use of auto	2	in-school
Other (snowball throwing, firecrackers, fire alarm)	10	suspensions
Forging parent/staff signatures	19	
	247	

Referrals and Other Services

Nashoba Valley Counseling Associates, Massachusetts Rehabilitation, Juvenile Probation Officer, Westford Police Department, School Social Worker/Psychologist, Psychology/Social Worker, Learning Disability tutor, Special Transportation, Work Study, Peer Counselors, Home Tutors, Reviews, Team Meetings, G.E.D., Private Psychologist, Al-Anon/Al-Teen, Welfare, Private Physicians, Department of Youth Services

Woman Health, Social Security Administration, Center Counseling Services, Prevention Network, Substantially Separate Classroom, Brookside Hospital, Healthworks, D.S.S., Meetinghouse Psychological Associates, Whispering Pines, Sylvan Learning Center, Lowell Adult Education Program, Samaritans, Acton Associates Counselors, Westford Women's Health Center, St. John's Teen Health, Alternative House, Lowell Heart Association, Lowell Consortium, Anna Jacques Hospital, Life Management Associates, Ayer District Court.

FOLLOW-UP REPORT of 1988 GRADUATES

Post-high school pursuits generally reflect a student's orientation and preparation. The following is a statistical report of the graduates of 1988:

232 Students	# Students Attending
4-Yr. MA Universities/State Colleges	70
2-Yr. MA Community Colleges	29
4-Yr. Private or Out-of-State Universities/ Colleges	80
2-Yr. Private or Out-of-State Universities/ Colleges	9
Other Post-Secondary Education - Career/Technical	3
Employed - Planning College Later	10
Employed	24
Military	2
Did Not Graduate - Employed	7
Did Not Graduate - Returning Fall 1988	1
AFS - Foreign Exchange Students	5

150	Going on to 4-Yr. Program	65%
38	Going on to 2-Yr. Program	16%
3	Other Post-Secondary	2%
191	Total Post-Secondary	83%

AWARDS NIGHT RECIPIENTS - JUNE 1, 1988

YEARBOOK AWARD	Katherine Carroll, Jennifer Morton
WELLESLEY COLLEGE BOOK AWARD	Riki Girnius
COLBY COLLEGE BOOK AWARD	Glen Popson
DAR - U.S. HISTORY AWARD	Jason Ellis
DAR - GOOD CITIZEN AWARD	Barry Garside
AMERICAN ASSOCIATION OF UNIVERSITY WOMEN AWARD	Julie Boland
BAUSCH-LOMB SCIENCE AWARD	Andrew Granger
MASSACHUSETTS ELECTRIC WRITING CONTEST AWARDS	Katherine Cook & Christopher Hass

MIDDLESEX COMMUNITY COLLEGE REGENTS SCHOLARSHIP — Dianne Klotz

UNITED STATES NAVAL ACADEMY SCHOLARSHIP — Margaret Mullen

PERFECT ATTENDANCE AWARDS

Steven Auger	Anthony Kosenko	Richard Perron
Paul J. Ayotte	Michelle Labbe	Jay Powers
Julie Boland	Michelle LaVigne	Eric Pyra
Nicole Breen	Charles Lind	Kristen Scott
Stacey Bruce	Michelle Littleton	Leanne Shaughnessy
Scott Bruno	Keith Lord	Heather Sousa
Jill Bussey	Jeffrey Mador	Robert Stanton
Milo Crowley	Laurie Magnuson	Dong Wook Suh
Donna DeMarino	Robert Mason	George Taylor
Corinne DeSaulteis	Lisa Masterman	Karen Thibault
Christine Desjean	Jennifer Matheson	Aimee Tillman
Adam Ellis	Steven McCartney	Matthew Tuohy
Paul Ferreira	Jody McKelvie	Andrew Walsh
Sam Gerostergios	Julie O'Donnell	Lucinda Young
Brenda Hudak	Daniel Ostlund	Derek Zagzoug
Gregory Kelley	Christopher Palermo	

EXCELLENCE IN ENGLISH

Freshman: Beth Coffey
Sophomore: Lucinda Young
Junior: Tracey Considine
Senior: Katherine Elliott
Jason Ellis

LITERARY MAGAZINE AWARD — Kristen Eldridge & Katherine Elliott

EXCELLENCE IN DRAMA — Michelle Breen, Debra Jewett & Christopher Mattogno

EXCELLENCE IN PHYSICAL EDUCATION

Freshmen: John Shelvey & Mary Stanton
Sophomore: Richard Schott & Amy Parker
Junior: Marc Ahdab, Karen Hudak & Brenda Hudak
Senior: Chris Hutchinson & Kim Hillenberg
Special Award: Sean Hughes

EXCELLENCE IN HOME ECONOMICS

Child Development — Dawn Auger, Stacey Lemieus, & Pamela Mack

Foods — Laura Ignatowicz, Becky Lane, Michelle O'Neill and Matthew Waterman

Clothing — Katherine Carroll & Kristen Lapham

Interior Design — Kristen Lyons

Adult Living — Kathy Carroll

EXCELLENCE IN SCIENCE

Earth Science — Melissa Hay & Brett Bonner

Biology — Jonathan McElroy

Chemistry — Alison Craib & Harald Ondrouschek

Physics — Andrew Walsh

Four Year Overall — Andrew Walsh

EXCELLENCE IN LIBRARY/MEDIA SERVICES

Freshmen: Corinne DesAultels
Senior: Steven Carter & Norma Savage

EXCELLENCE IN BUSINESS	
Business Education Student	Erin Cassidy
Shorthand	Tracey Thompson
Word Processing	Heather Sousa
College Accounting	Cynthia Luminello
Accounting	Jeffrey Day
Advanced Micro	Kristel Webster
Typing 1B	Paul Garside
School Store	Tracy Capone, Erin Cassidy, David Deltano, Amy Terrien & Elizabeth Tetrev
Business Computer Aides	David Bettencourt, Robert Miller & William Porter
Copy Center	Dawn Auger, Kathleen Dutton, Eric Pyra & Elizabeth Tetrev
SADD SERVICE AWARD	Jodie Brush, Deborah McPhee, Krista Pude
EXCELLENCE IN SOCIAL STUDIES	Freshmen: Brett Bonner
	Sophomore: Robert Mason
	Junior: Jay Carter
	Senior: Kristen Lyons & Jason Ellis
	Four Year Overall: Jason Ellis
	Special Commendation: Harald Ondrouschek
EXCELLENCE IN MATHEMATICS	
Algebra I	Han Chang Lee
Algebra II	Michael McClean & Dong Wook Suh
Geometry	Jonathan McElroy
Trigonometry	Christopher Chaney
Calculus	Andrew Walsh
Computer Logic I	Jonathan McElroy
Computer Logic II	Robert Mason
Computer Logic III	Andrew Walsh
MASS Assoc. of Math Leagues	Ethan Saulnier
NATIONAL LATIN AWARD	Alison Craib, David Daly & James Worthley
EXCELLENCE IN FOREIGN LANGUAGE	
German I	Eric Wright
German II	Julie Rothera
German III	Riki Girnius
German IV	Jeffrey Day
French I	Michael Colasanto
French II	Lisa Masterman
French III	Alison Craib
French IV	Jennifer Schafer
French V	Jason Ellis
Spanish I	Eric Emery
Spanish II	Lori Shyavitz
Spanish III	Ginny Friedman
Spanish IV	Lisa Donadlo
Spanish V	Michael Snyder
Latin II	Lisa Donadlo & Michael Webber
Latin III	Jason Ellis
FOREIGN STUDENT RECOGNITION	Fernando Acosta, Lorenzo Lazzieri, Harald Ondrouschek & Michael Zahl

AFS AWARDS — Angela Cunha, Steven Fazio & Sharon Latch

EXCELLENCE IN ART — Tracey Caron, Carolyn Collins, Kristen Lapham & Erin Stewart

EXCELLENCE IN INDUSTRIAL ARTS — Richard May & James McCusker

HEALTH SERVICES AWARDS — Jennifer Anstey, William Desrochers, Nancy Palma & Elizabeth Tetrev

EXCELLENCE IN HEALTH EDUCATION — Brett Bonner & Linda Wieselquist

ACADEMIC RECOGNITION AWARDS

First Time Winners — Brett Bonner, Nicole Breen, John Carter, Beth Coffey, Rebecca Craig, Adam Ellis, Lara Greenwood, Kirsten Hanzsek, Melissa Hay, Han Lee, Jessica MacDougall, Colleen Maguire, Lisa Marchetti, Lisa Masterman, Jonathan McElroy, Katherine McGowan, Heather McGinnis, Adam Morton, Glen Popson, Kirk Sahagian, Jennifer Schafer, Lori Shyavitz, Mary Stanton, Dong Wook Suh, Aimee Tillman, Linda Wiselquist & Eric Wright

Repeat Winners — Kristy Adams, Frank Barrus, Julie Boland, Christopher Colangelo, Tracey Considine, Alison Craib, Lisa Donadlo, Dana Finnegan, Virginia Friedman, Colleen Garrahan, Nancy Gill, Rikanti Girnius, Stephanie Greene, Kate Howarth, Lauren Kendall, Erin Kierner, David Kulis, Stacey Lemieux, Michelle Littleton, Shirley Macbeth, Laurie Magnuson, Robert Mason, Amy Millis, Roberta Overbaugh, Brooke Porteous, James Rasmussen, Margaret Rodero, Susan Sherman, Megan Walthers, Kristel Webster, James Worthley & Lucinda Young

PRESIDENTIAL ACADEMIC FITNESS AWARDS

Edward Auger
Christopher Bowser
Brian Clarke
Jeffrey Day
Jennifer Dreussi
Heather Ehrlich
Katherine Elliott
Jason Ellis
Kim Farrar
Melissa Hanzsek
Kim Hillenberg
Sharon Kennelly
Dana Kenyon
Mark L'Esperance
Cynthia Lumenello
Kristen Lyons
Deborah McPhee
Kara Molloy
Margaret Mullen
Kim Perry
Amy Poulter
Jennifer Pratt
Lisa Russo
Ethan Saulnier
Melissa Schultz
Jordana Shaw
Theresa Smith
Michael Snyder
Laura Stanton
Joanne Sundberg
Scott Switzer
Scarlet Tang
Cynthia Tucker
Andrew Walsh
Michael Webber
Deborah White
Sarah Worthley

ABBOT MIDDLE SCHOOL ANNUAL REPORT
1987-1988

James A. Hunt
Principal

During the 1987-88 academic year, Abbot student programming was enhanced via flexible integration of computer education and gifted and talented (T.A.P.) education across grade levels and disciplines. Teachers regularly scheduled computer and T.A.P. resources at optimum times to augment units of study.

In grade 6, pupils continued to work directly with a professional author and illustrator in conjunction with the Groton Center of the Arts "First Editions" program. Every grade 6 pupil authored a bound, illustrated original text which was shared with the public at a "Meet the Authors Night".

Seventh and eighth grade pupils enjoyed the challenge of competing with area middle school students in several Math League contests. Mock trial competitions sponsored by the Massachusetts Bar Association provided several students an opportunity to work directly with an attorney in preparation for competitive presentations before judges in area District Courts.

Fifty-three pupils utilized sophisticated high technology in the development and presentation of individualized study projects at the Digital facility in Westford. Approximately 300 parents, pupils and friends attended the Abbot/DEC demonstrations on the evening of May 17.

The grade 7 social studies program incorporated a "Cultural Fair". Parents and friends enjoyed an evening presentation which included sampling of foods from a variety of cultures as well as overview of traditions, religions, literature, commercial products, etc., representative of a wide cross section of cultures.

The entire Abbot School population enjoyed the first hand experience of working with an international intern during the winter months. Tomoki Hori, a student from the University of Oska, Japan, enthralled pupils, parents and staff via a variety of special programs and classes culminating in a "Japanese Festival".

Throughout the year, the Abbot Parent Teacher Support Group continued to play a vital role within the Abbot School community. A Fall/Winter Assembly Series included:

"Birds of Prey"
"Edgar Allen Poe"
Museum of Science Programs;
"Physical Science"
"Math"
"Tales of the Holocaust"
Whole Day

The Support Group sponsored monthly meetings which included special program overviews of Computer Education, Gifted/Talented Education and "First Editions". The Support Group also sponsored highly successful activities including:

Grade 8 Recognition Night
Principal Citation/Honors Dinner
Grade 8 Parent/Student Pancake Breakfast
Thompson Island Off-campus grade 7 program
Book Fair, Yearbook
Annual Musical "The Wiz"

Co-curricula programming included highly successful interscholastic soccer, basketball, baseball and softball teams. Stage band achieved a bronze medal at the Northeast Competition. Exchange concerts, POPS Concert and Holiday Concerts provided the Abbot Band an opportunity to share talent and accomplishments with the community.

1987-88 has been a most productive, exciting and rewarding academic year at Abbot Middle School.

DAY SCHOOL ANNUAL REPORT
1987-1988

John D'Auria
Principal

One of our school goals this year was to develop a mission statement. It is our belief that such a statement would bring clarity to exactly what it is that we, the staff, want our students to achieve during the three years they are at Day. Bringing clarity to what our goals are would also encourage parents to join efforts with teachers in reaching our goals. The mission statement which follows is the result of a year's work by a small committee which looked at educational research, the mission statements of other schools, and the hopes and aspirations of our own staff. It has been unanimously supported by both the faculty and the PSA (Parent School Association).

It is the mission of the Norman E. Day School that ALL students will:

1. Have high self-esteem both as learners and as persons.

2. Be able to function at high cognitive levels.

3. Be good problem solvers, communicators, and decision makers; be competent in group processes; and be accountable for their own behavior

4. Be self-directed learners

5. Have an openness to others and an appreciation for their differences.

Another goal for our school this year was to develop more student ownership for school-wide activities and projects. To that end, Student Council was reformulated with a school-wide election. The Council sponsored dances, a talent show, organized the opening of a school store, and helped to develop and support community service projects. Service to the community was another important goal for our school this year. Several projects involved working with residents of the Westford nursing home. A very active pre-school has again given 8th graders a chance to learn about child care and development while giving local parents a respite from the stresses and strains of supervising young children. A very successful gift drive helped single parent mothers from South Boston enjoy the holiday season.

Several writing projects in the school also involved middle school students reaching out to young elementary students. These projects served to both improve writing while giving students an opportunity to serve the community. Grants helped to support these projects as well as projects in staff development, peer coaching, a marine biology study, and a folk arts study.

Glenice Kelley, health teacher at Day, was selected to be a Lucretia Crocker Fellow for the 1988-89 school year. This will allow Glenice to share the exemplary nature of our health program with other school systems throughout the State. Other faculty members were also honored. Fran St. Onge was selected to be a Harvard practitioner which will involve her in a project this summer working with outstanding math teachers throughout the State. Suzanne McGrail received a grant from the Field Center for the Study of Teaching and Learning which allowed her to develop a staff study group which was enormously helpful to the new faculty members in our building.

Greg Wadleigh, instrumental music instructor, once again brought his music students to new heights with the development of student combos. This allowed small groups of students to experience and become proficient with improvisation, solos, and other aspects of jazz as a musical form.

The Parent School Association (PSA) continued to play a vital role in building community spirit and enriching the educational opportunities of the Day students. The PSA supported field trips to the Merrimack Theater to see the "Diary of Anne Frank" and "A Christmas Carol." The PSA also supported bringing in Semanya McCord who did a workshop on the history of jazz and Mel Harold who impersonated Edgar Alan Poe and did dramatic readings of his poems and short stories.

Teachers collaborated on a number of interesting curricular projects this year. Sue Peligian, T.A.P. (Teaching Advanced Potential) teacher, and Debbie Forbes, 8th grade social studies teacher, collaborated on a mock trail project which involved students actually taking the parts of lawyers for the defense, lawyers for the prosecution, and witnesses. Students competed with other schools in a real court room in front of a sitting judge. A cultural fair and folk arts project also were team-wide activities that related to the study of other cultures. A cultural unit with the 7th grade team involved simulations in which students experienced the frustrations and misunderstandings that develop when interacting with a different culture.

The sixth grade team continued its work with the Voyage of the Mimi which is an inter-disciplinary curriculum that gets students involved in studying navigation, sea life, and social skills. As an off-shoot of this study, the team put together a fascinating handicaps unit which culminated in students simulating blindness, deafness, and other impairments while visiting a local pizza parlor. The students then debriefed their experience in front of the 6th grade team and shared their insights and feelings.

The 8th grade team continued its tradition of a Career Day which involves community members visiting the school to share different aspects about their careers such as salary, educational requirements, responsibilities, and challenges. This is a culminating activity of a careers' unit which is collaboration between guidance and the 8th grade teachers. This provides a context for students to sign up for high school courses.

The Day School will have a new principal next year. I have decided to accept a position as principal of Wellesley Middle School. This will give me an opportunity to be a more present husband and father while, hopefully, still continuing to be a good principal. At times, it seems hard to be both. I will be closer to my home, and it is my hope that this will make a difference to my family. It is with a great deal of sadness, however, that I resign my post. I will miss the staff who have been so dedicated; I will miss the parents who have been so supportive and helpful; and I will miss the students who have been such energetic learnings. Thank you, Westford.

ROBINSON SCHOOL ANNUAL REPORT
1987-1988

Kenneth DeBenedictis
Principal

Robinson School students enjoyed a variety of meaningful activities designed to improve specific skills and assist with the development of independency. Highlights of the year focused on the following areas:

Curriculum/Instruction

The year began with a school-wide observance of the Bicentennial. All grade levels created age appropriate commemorations of this event, and through individual, small group, and total class participation, demonstrated their knowledge of the significance of the Constitution in the growth and development of our country.

The use of materials and approaches to promote greater concrete to abstract abilities in math continued to be a major thrust at the primary levels. Through the leadership of Mrs. Fran Tillman and Mrs. Carole Shyavitz, Robinson School was designated a national training site for Math Their Way. Close to forty teachers from eastern Massachusetts participated in an intensive summer workshop to acquire the knowledge base necessary to implement the program. Sixteen hours of related follow-up sessions in this building further reinforced skills for participants.

Horace Mann Grants, funding available from the State Department of Education to foster creative teaching, continued to impact our building. Jan Nickerson and Trudie Kalinen created, organized and implemented the most exciting "Nuts About Trees" thematic experience at Robinson. This three-week program integrated all instruction in a study of trees. Artists in residence, visiting story tellers, mime groups, naturalists, and many creative activities woven into daily instruction enriched learning for our children. As Jan and Trudie shared in their summary of the program: "Seeds were studies, poetry and thoughts written and experiments done. The seeds of knowledge were planted and hopefully will grow and bear fruit in the future."

In another project, Marilyn Frank, Ruth Guild, and Mary Surprenant coordinated their energies to assist teachers with the Cooperative Teaching Model to integrate critical and creative teaching strategies in the classrooms. Two groups of K-5 teachers were involved in workshops to explore concepts and develop specific lesson activities. As a result of their work, more higher order thinking skills approaches are becoming part of instruction.

Robinson School joined with other Westford elementary schools in applying for and receiving a Commonwealth Inservice Institute multi-year grant. This Massachusetts Department of Education special grant is awarded to only twenty districts in the State. School systems are selected through a competitive review of clarity of goals and instructional design. The focus of activities for the grant was critical/creative thinking strategies and program plans. After school, multi-session workshops with outside consultants, in-house training activities, review of related literature and visits to area schools assisted Robinson teachers in further expanding upon instruction.

Close work with the Groton Center for the Arts resulted in two very creative programs for children: First Editions program for grades four and five and A Study of Folklore for grade five. The First Editions program involved cooperative teaching with a resident writer and illustrator. Children wrote creative stories using the process writing approach of rough draft, editing, peer and teacher conferencing and final copy. Instruction in the computer lab enabled every child to use word processing to improve upon written selections, and involvement with the illustrator facilitated further creativity in the developing stories. The highlight of the project was a First Editions display on May 16 where all 215 grade 4 and 5 children shared with their parents and friends the finished products of the sixteen-week effort.

A Study of Folklore involved a creative three-week program where a folklorist from Harvard University worked with grade five teachers in integrating folklore into the curriculum. Very creative activities including local historians, craftsmen, and naturalists enriched instruction for the four classes of children.

Parent Involvement

Parents continue to play an active role at the Robinson School. Approximately 125 volunteers regularly assist classroom teachers in reinforcing instruction. In addition, others visit classrooms as additional resources to share with children particular job-related skills, or hobby interests to further enrich student learning.

The Robinson School PTO, under the very capable leadership of Mrs. Terry Bayer and Mrs. Cathy Fellows, co-presidents, worked with the large number of parents and teachers in this school organizing fund raising, information sharing and communication activities. Field trips, school equipment, visits by performing groups, support for the thematic Nuts About Trees program and the general commitment to volunteerism, so richly demonstrated in this building, are direct results of the enthusiasm of these individuals and the efforts of hundreds of parents they coordinate.

The Future

The staff of Robinson School is delighted with the accomplishments of children this year. Through the continued participation of the greater Robinson community, students will enjoy more expanded learning experiences. For 1988-89, we are looking forward to working with parents in organizing our newly created math resource center, Junior Great Books training program, expanded fitness equipment in the playground and audio capacity on our stage. Through a carefully planned home-school collaborative effort, the chief beneficiaries are our children.

NABNASSET SCHOOL ANNUAL REPORT
1987-1988

Henry Leyland
Principal

Personnel

If computers contain a lot of material easily accessed by students and teachers, where do we concentrate our emphasis in instruction? Thinking - so that proper use of information can be made. This year Nabnasset staff have become involved and more informed in "Creative and Critical Thinking" for grades K through 5. Mrs. Chachus, Mrs. Quillin, and Mr. Leyland collaborated on a Town-wide grant to send staff on an inservice training program. Some people traveled to the Coolidge School in Shrewsbury, prepared lessons and demonstrated for each other lessons on developing thinking. Mrs. Jurgeleit, Mrs. Hebert, and Mr. Leyland spent two days participating in this program. Then, these teachers taught along with the Frost/Cameron teachers and Principal, Marge Clark, to instruct other Westford teachers. Thanks to these people, Mrs. Quillin (Grade 1), Mrs. Wikander (Grade 4), Mrs. Chachus (Grade 5), and Mrs. Menzia (Grade 5) also shared in the experience of the same course in Critical Thinking. The remaining staff have had on-site training in Westford in Critical Thinking in Math and Reading during the fall and spring of this year at Nabnasset School.

Curriculum

"A rolling stone gathers no moss" best describes the Nabnasset School curriculum with so much staff/parent participation, interest, and commitment.

Our Parent Council paid for the Rinehart Writing Program (penmanship) at a cost of $1,800. A specialist visited all rooms and introduced and demonstrated the proper method for teaching penmanship.

Process Approach to writing has moved another step forward at Nabnasset School; all children in grades 2 through 5 have written a book. We held our first Authors Day on June 14. The Groton Center for the Arts provided an author and illustrator to come weekly to work with staff and children in writing a book. Teachers of grades 2 and 3 provided their own program by organizing a plan which Mrs. Coughlin used to write a Commonwealth Inservice Grant which provided them with $1,950 to hire Groton Center for the Arts Consultant, Peg McWade, who visited weekly in all our classrooms to have each child write a book in these grades.

School Activities

Nabnasset School held an Open House, Christmas play by grade 2, a spring play, choral, and string presentation by grades 4 and 5, and at Memorial Day a traditional program was held in the front of our school. Authors Day was a new and very successful school program; all children in grades 2 through 5 wrote their first book. Our band performed in an all elementary band.

Parent Council

Meetings were called to order by Mary Ann DiStefano, President. Committees of this organization did so much for our school. I know the following list is not complete:

Field Trips to:

Children's Museum	-	Kindergarten
Aquarium	-	Grade 1
Worcester Science Center	-	Grade 2
Tour of Westford	-	Grade 3
Museum of Science		
Sturbridge Village	-	Grade 4
Ramseses Exhibit at	-	Grade 5
Museum of Science		

Wayne Fernald and his committee brought special presentations to our schools:

Storyteller	-	Judith Black
Master Falconer	-	Dick Lucins
Robin Hood	-	Hampstead Players
Having Fun with Fossils & Dinosaurs		

Lowell National Parks Slide
Presentation
Show of Horses - Mounted State Police

All students in grades K through 5 traveled to Lowell University for presentation of mime "Imago."

A monthly newsletter prepared by Sue Rubini and printed by Carol Hobday, Wendy Sheridan, and Pat Maestranzi. Richard Rubini served as news carrier between school and editors.

Planting of shrubs and trees were arranged by Mary Ann DiStefano, donated by Gordon Seavey, and planted by parents - Marilyn Gallardo, Mr. Patel, Mr. Chadwick, Mr. Miller, Mr. Hinckley, Mr. Guillemette and Westford Academy students - Brian Ferney, Vanessa Pratt, and Michael McLean.

In addition to these special activities our Parent Council made contributions to the grade 5 camp program, Nabnasset Library, and classrooms of the school.

Appreciation Day was held for staff of the school and both breakfast and lunch was provided by Council.

Hats off to parents and staff of the Nabnasset School for making our school the special place it is.

School Spirit Week was a joint venture of Parent Council and staff of Nabnasset School. Student activities culminated with Rainbow Day (each class wore a specific color) when each class released balloons following the dedication of our new school sign purchased and installed by the Parent Council.

On Memorial Day the flag which flew from our pole had previously been flown over the Nations Capitol. Our Parent Council arranged for it to be sent to our school.

Nabnasset continues to be a strong educational environment for children because of the strong cooperation and achievements of both staff and parents.

CAMERON/FROST SCHOOLS ANNUAL REPORT
1987-88

Margery T. Clark
Principal

Cameron and Frost students benefitted from a variety of quality educational experiences, thanks to accomplished teachers, involved support staff members, and dedicated parents and community members.

Curriculum and Instruction

Teachers in grades three, four, and five shared the expertise of an author and illustrator, provided through a grant in conjunction with the Groton Center for the Arts. Each student completed a "First Editions" book over a period of months, which was shared with other young authors and parents in mid-April. This experience, which spanned several months, proved a valuable experience for all involved.

The computer availability at Frost and Cameron was enhanced through the donation of five Apple II G.S. Computers. This provided three additional computers in the Frost computer room and two computers, one on each floor, for use in Cameron classrooms. School Improvement funds purchased one additional disc drive, three portable work stations and several computer programs to start a K-3 software library.

The availability of literature for our youngsters increased at both schools this year. The Frost School now has a small area for its beginning book collection. The library was dedicated, in a surprise ceremony, to the custodian who voluntarily created the "Lucien Lamy Library." A deposit collection, generously loaned by the Fletcher Library while under construction, was organized by Dorothy Wagner, who also arranged for volunteer parents each Wednesday. Chapter II Funds, profits from the PTO Book Fair, and a donation from the Girl Scouts, provided over one hundred books for the permanent Frost book collection. Jeanne Drula, library secretary at Cameron, purchased some excellent additions to the Alice Murphy Library this year, as well.

This year brought a new program to both schools, under the capable direction of Marge Berenson, Reading Coordinator. A reading assistant at each school provided support for students within each classroom. The reading assistants were a valued addition to each school. Numerous children received direct service for part of this school year to assist them with their reading skills.

Teachers from both schools were involved with systemwide critical and creative thinking opportunities. A Commonwealth Inservice Grant funded courses by Bruce Wellman and Mary Ann Haley. Six classroom

teachers received additional training either in Shrewsbury or on a special day at University of Lowell. On a second day, teachers demonstrated their lessons for other teachers.

Three of our teachers received funding through grants. Marilyn Sheridan, grade 5 teacher at Frost, provided an after-school "Odyssey of the Mind", a creative problem solving experience. Grade 1 teachers at Cameron, Carol Zusin and Dora Des Autels, teamed up to provide two Math Manipulative workshops for primary teachers. Many students have reaped the rewards of these teachers' efforts.

Teachers selected a spring theme "The Spectacular Sea". All classes visited the New England Aquarium in Boston to introduce the theme. Special teacher selected activities and a variety of guest speakers followed. In June, each staff provided an Immersion Day, when students enjoyed the wonders of the sea. The culminating event was a day long visit to each school by the Tidepool Exhibit from the New England Aquarium, complete with slides and live sea animals.

Music nights gave students from both schools the opportunity to perform for family and friends. The sea theme was carried into song at the Cameron School performance. The Frost students teamed up, grades 1-3, and grades 4-5, to learn more about government and constitutions. The expertise of our fine music teachers was apparent at both events.

Physical education teachers worked with staff, as students participated in a special field day event, during a day in late June. The weather was hot, as students enjoyed a positive outdoor day, with certificates of participation received by all.

Parent/Community Involvement

The Cameron/Frost PTO held monthly meetings, chaired by President, Frayda Viera. Our active parent group, through several fundraisers, was able to sponsor four wonderful enrichment programs during the year, which were arranged by Patti O'Brien. In addition, each class took a PTO funded class field trip, organized by Beth Macumber.

PTO members provided refreshments for a number of events, including the September Open House at each school. In September, the PTO also welcomed their new principal with a reception for all at Roudenbush Community Center. A farewell reception was held in June for retiring teacher, Alice McIntosh, after seventeen years as a Westford teacher for Sargent, Cameron, and Frost kindergartners.

Parents purchased small equipment for playground use through the Campbell Soup labels drive. Dini Healy-Coffin chaired a committee to raise funds to improve the Cameron and Frost playgrounds. This drive is on-going and will soon bring new equipment for our children.

Five foster grandparents come daily to our little schools. Mary Howley and Germaine Menard graced the first grade classes at Cameron. Lauretta Simard gave Cameron second graders encouragement for part of the year. Sadie Randall provided support in the Cameron resource room. At Frost, Veronica Sullivan shared her time with third graders and the resouce room. A special farewell was given to Veronica, as she will be moving to Westford Academy with the Robinson, Cameron, and Frost kindergartens in September.

Teachers thanked volunteers for their many efforts at after-school teas. The staff recognized the tremendous contributions which so many caring adults make regularly at Cameron and Frost. Together we all had a challenging and rewrding year.

Conclusion

This was a very productive year at Cameron and Frost Schools. The many efforts of all involved provided another year filled with wonder, excitement and learning. The variety and quality of educational experiences was a team effort. The team included all staff, parents, foster grandparents, and a number of interested community members.

SPECIAL EDUCATION SERVICES ANNUAL REPORT
1987-1988

Kevin Dwyer
Director

The Team Activities Report indicates that the number of initial evaluations, annual reviews, reevaluations, and team meetings conducted at each school in Westford during the 1987-88 school year. A review of this data reveals that ninety six (96) school age children were referred for a Chapter 766 evaluation, and seventy-seven (77) were found to be in need of special education services. In addition, twenty-eight (28) children who had been receiving special services were dismissed from special education as the result of having achieved the individual goals set forth in their educational plans (IEPs).

TEAM ACTIVITIES REPORT
1987-1988

TYPE ACTIVITY	CAM	FRO	NAB	ROB	ABB	DAY	ACD	PRE	OUT OF DISTRICT PLACE-MENT	TOTAL
Initial Evaluation	5	7	17	23	3	5	20	15	1	96
Annual Review	15	13	42	75	33	46	94	12	20	350
Reevaluation	6	9	12	9	12	14	16	1	4	83
Team Meeting	3	7	23	31	16	12	26	7	7	132
Initial Speech Eval.	6	2	10	10	0	1	2	18	1	50
Speech Reviews	18	6	33	31	2	0	7	2	0	99
Speech Reeval.	5	4	13	2	0	0	0	0	0	24
Medical SPED 16	0	3	0	2	1	4	26	0	4	40
TOTALS	58	51	150	183	67	82	191	55	37	874
School to Service	4	6	13	20	2	4	15	12	1	77
Finding of No Spec Needs	1	1	4	3	1	1	5	3	0	19
From 766 to Reg Class	1	1	10	9	4	2	1	0	0	28

During this past school year, the Westford Special Education Department, in conjunction with the Merrimack Education Collaborative, met each month with representatives from other school systems (Billerica, Chelmsford, Dracut, Groton-Dunstable, Tewksbury, Tyngsboro) to discuss the growing concern over the proportionally high numbers of children and youth being referred to special education programs and the increasing burden on the local tax base to raise funds to deliver services. The Directors of Special Education and Superintendents from each school system met and identified a number of concerns which were subsequently submitted in the form of a position paper to the Commissioner of Education for his review. The Commissioner has since responded to our concerns and has established an Action Group to address them. The collaborative will continue to work with the Department of Education this coming school year regarding the status of Special Education in the Commonwealth. It should be emphasized, however, as advocates of special needs children, neither the Special Education Administrators nor the Superintendents of Schools are working to deny handicapped children needed services but are working to ensure a more equitable way of financing them.

A number of special needs grants were written and implemented during the 1987-88 school year to improve the quality of services within Westford Public Schools without impacting the school budget. One grant involved regular classroom teachers, reading assistants, and special educators to work together to design flexible classroom strategies to accommodate the diverse range of skills and needs that comprise the regular classroom population, and thus reduce the number of unnecessary referrals to special education. Individual workshops were conducted at each elementary and middle school with two consultants serving primarily in the role of facilitators to clarify issues and to encourage staff to express ideas. Specific workshop recommendations will be acted upon this coming school year by funding follow-up workshops with Federal grant monies.

Three Commonwealth Inservice grants were also written during the past school year. One such grant consisted of a clinical pyschologist meeting weekly with special needs teachers and adjustment counselors to increase their skills when working with emotionally involved children. Participants received training in the recognition and understanding of the unique emotional needs of these children, and developed appropriate strategies in dealing with disruptive behavior. Much time was also devoted to developing a better understanding of family dynamics and how to work more effectively with parents. A second grant also addressed the psychological disorders of children and provided regular class and special needs teachers with information of how childhood and adolescent disorders impact on learning. Workshop participants problem solved around ways that the school program could be modified to reduce the impact of emotional symptoms on the student and the school population. Treatment plans were also developed to minimize the impact of these disorders.

For the fourth year in a row, a member of the Special Needs Parent Advisory Council volunteered to write an inservice grant for parents. Six workshops were offered to parents to help them develop appropriate techniques and strategies to deal positively with the educational needs of their children. Workshop topics included a nutrition seminar, two sessions on early childhood development emphasizing behavior management techniques, one session on sibling rivalry, one evening was devoted to adolescent issues, and perhaps the most unique subject was presented by an attorney having to do with wills and trusts for the handicapped. Although each meeting was publicly advertised in the newspaper and on cable television, and held in the evening, parent turnout was disappointing. It is our intention to continue offering these workshops again during the 1988-89 school year and hopefully more parents will take advantage of this excellent opportunity to broaden their informational resources.

Early childhood screening for children ages three and four and suspected of having a substantial disability was conducted one day each month from October 1987 to June 1988. Three screening dates were on a Saturday to accommodate working parents. A total of thirty-six (36) children were screened, thirteen (13) were three years old and twenty-three (23) were four years of age. Twenty needed to be rescreened for speech, five rescreenings for vision, and six children were referred for Chapter 766 Team evaluations. Two of these children were subsequently placed in Westford's special needs preschool program, and four children received speech/language services. One inservice training session was conducted for eleven preschool teachers to review the screening process and the proper administration of screening materials. Given that this was the fifth straight year of offering preschool screening, parents in Westford have begun to rely on the screening process and look to the professional screeners when they have concerns with the developmental needs of their children. Each parental concern is given the utmost scrutiny and addressed in an effective and efficient manner. Parents are brought into the decision making process and work closely with the screening staff to address the problem, and to determine if a Team evaluation is warranted. A child's pediatrician will be consulted if there are medical and/or neurological considerations. The preschool screening program is an excellent example of professional educators working closely with parents and the community to improve the quality of instruction for children.

In addition, two hundred and thirty-one (231) kindergarten children were screened at the elementary schools last spring. The screening team, consisting of kindergarten teachers, special educators, speech/language therapists, adjustment counselors, physical education staff, and building principals, worked closely with parents to assess each child. All children were evaluated in their ability to process language both auditorily and visually, to perform fine and gross motor tasks, and to interact appropriately with their peers. The Team met to discuss the results of each child's performance, and to recommend appropriate intervention when necessary. All efforts were focused on ensuring that each child got off to a good start in school.

For the first time, Westford instituted a local summer program for special needs children. Fourteen children between the ages of three and nine participated in a six-week program designed to help low incidence special needs students maintain and/or develop their academic, perceptual, and motor skills attained during the previous school year. Instruction in daily living skills was emphasized for the younger children, with social and recreational component enjoyed by all. Priority enrollment was given our most disabled or handicapped students (high prototype); students were recommended as part of the Team evaluation process with parent approval. Even though this summer was one of the hottest on record, the dedicated and enthusiastic summer staff still managed to take weekly field trips and have a cook-out each Friday despite the oppressive weather. Feedback from parents this summer was very positive, and all those involved are already looking forward to next summer.

For the second year in a row, Westford Public Schools provided its own transportation to special needs students resulting in substantial savings to the Town. Having worked out the rough spots which became apparent during the first year, the 1987-88 school year yielded few problems. Much credit must be given to our drivers, whose tireless and dedicated efforts should not go unnoticed. Many of the drivers are parents of special needs students in Westford, and their investment in the system goes far beyond a weekly paycheck. It's an honor to work with such conscientious individuals.

Finally, I must also acknowledge the excellent Team effort given by special needs teachers, regular class teachers, and building principals to the special needs children attending Westford Public Schools. Because of their sincere concern for all students, special needs programming in Westford is of the highest caliber. It is also true that without the support of Dr. John Crisafulli, Superintendent of Schools, and each member of the School Committee, quality services for special needs children would not be possible. Given budget limitations and the competition for funding across all programs, they never withdrew support for special needs children, in spite or rising costs. Parents of special needs students are fortunate to have such individuals safeguarding the educational interests of their children. I also wish to thank all the parents of special needs children who worked closely with the professional staff to make the 1987-88 school year a success for our greatest resources, the children in Westford.

PLANT OPERATIONS & MAINTENANCE ANNUAL REPORT
1987-1988

Everett V. Olsen, Jr.
Business Manager

Many important maintenance projects were completed during the 1987-88 school year. These provided some important physical improvements and increases in plant operating efficiency.

The major project this year was the complete removal and replacement of the Robinson School roof. The conventional tar and gravel roof, with no insulation, was replaced by a single membrane rubber roof. A thermal insulating material was installed under the rubber roofing providing an R-11 insulating factor. The energy savings from this newly installed insulation will provide some payback on this project. Sections of roof at the Abbot and Day Middle Schools were also replaced with a rubber roof membrane. Repairs were also made to the slate roof at the Frost School.

An important improvement was made to the Day School gymnasium. A new wood floor was laid over the existing synthetic floor, which had holes and tears in the surface layer. The new flooring provides a safer and noticeably brighter gymnasium environment. Improvements will continue to be made to this facility.

Energy conservation measures were very high priority items during the 87-88 school year. Gas-fired domestic hot water tanks were installed at the Robinson and Day Schools. These provide hot water for cleaning and maintenance during the summer months without requiring the use of the large, less efficient boilers. At the Abbot School, the 40-500 watt incandescent bulbs used to light the gym since the school's opening were replaced by ten energy efficient metal halide lights. The school department utilized the lighting rebate program through Massachusetts Electric Co. to substantially reduce the cost of this project. The anticipated savings from this project are expected to provide a payback period of approximately 18 months. At the Cameron School storm windows were installed on the north side of the building to cut down on cold air infiltration and heat loss.

The painting of classrooms, bathrooms, and other areas of buildings continued during 1987-88. Inmates from the Massachusetts Correctional System painted the interior of the Cameron School in July. Additionally the Maintenance staff refinished several floors in the Cameron. Both projects significantly brightened the building.

Larger miscellaneous maintenance projects consisted of replacement of the front entrance doors at Westford Academy, work on the boiler controls and installation of zone valves at the Academy and the replacement of several banks of lockers at the Abbot Middle School.

To address our increasing need for classroom furnishings, the School Department purchased a low-pressure spray paint machine. This unit allowed us to quickly paint desks, file cabinets, etc., that were donated to the School Department by companies in the area, thereby reducing our expenditures on new, more costly equipment.

HEALTH SUMMARY 1987-1988

Physicals	
# Grade 3-7-11	208
Positive Finding Referred to Family Physician	21
# Students who had Physical by Private Physician	217
# Sports (Middle & High School)	283
# Sports physicals by private physicians	181
Vision Screening	
# Of failures referred to private physician	137
# Of Completed Referrals	79
Hearing Screening	
# Of failures referred to private physician	31
# Of Completed Referrals	13
Postural Screening (Grades 5 to 9)	
# Rescreened by Dr. Watson	207
# To be followed at school	69
# Referred to Private Physician	14
# Of complete referrals	8
Immunizations	
DT	131
Polio	6
MMR	15
Flu	20
Mantoux	81
Preschool Eye Clinic Examined	68
Referred to Private Physician	15
Students Transported by Ambulance	9
Nurse-Pupil Conferences	25,343
Throat Cultures done at School	97

DENTAL PROGRAM STATISTICS

Kindergarten	Grade 2	Grade 3
206 Eligible	205 Eligible	197 Eligible
85 Participated	101 Participated	91 Participated
14 Referred	32 Referred	42 Referred

Grade 4	Grade 6
182 Eligible	202 Eligible
102 Participated	86 Participated
49 Referred	37 Referred

ENROLLMENT COUNTS

October 1, 1987

GRADE	CAM	FRO	NAB	ROB	ABB	DAY	W.A.	TOTALS
Pre-School							6	6
K	54		72	79				205
Pre-First				25				25
1	42	25	74	92				233
2	18	20	72	95				205
3	25	21	62	87				195
4		25	65	115				205
5		24	61	97				182
6					88	114		202
7					103	121		224
8					121	114		235
9							220	220
10							208	208
11							219	219
12							225	225
Ungraded			8	7				15
TOTALS	139	115	414	597	312	349	878	2804

FISCAL REPORT - JUNE 30, 1988

Account		Budget	Expended
1100	School Committee	28,251	48,100
1200	Superintendent's Office	294,239	302,901
2100	Assessment	9,215	8,851
2100	Supervision	138,548	133,801
2200	Principals	531,523	521,834
2300	Teaching	6,156,447	6,128,824
2400	Textbooks	39,581	34,483
2500	Library	104,688	103,502
2600	A/V	31,402	31,556
2700	Guidance	251,696	250,237
2800	Psychologists	77,272	76,871
3200	Health	83,724	86,332
3300	Transportation	531,195	575,978
3500	Student Activities	152,572	145,004
4100	Operation	703,652	751,757
4200	Maintenance	367,988	318,909
5200	Insurance	11,270	10,285
5300	Leasing	19,958	19,576
6200	Civic Activities	1,475	-0-
7000	Capital	100,000	102,641
9000	Tuition	384,138	367,385
	TOTALS	10,018,834	10,018,827

SUMMARY OF FEDERAL PROJECTS 1987-1988

FEDERAL GRANTS	INCOME	EXPENDITURES	BALANCE
1. Title 1, PL 89-313 (Bal)	19.80		
Grant provides physical therapy for physically handicapped youth.	8,400.00	11,200.00	(2,789.20)
2. Chapter 1, PL 89-10 (Bal)	1,172.00		
Grant provides tutorial & remedial help for fiscally disadvantaged in several schools.	16,179.00	17,351.00	- 0 -
3. Title VIB, PL 94-142 (Bal.)	2,939.00		
Grant provides elementary counseling & special needs staff at secondary level.	77,910.00	96,530.90	(15,681.00)
4. Chapter 750 Incentive Grant			
Special education for students transferred from Chapter 750 private school account to local education program.	11.732.00	11,732.00	- 0 -
5. PL 94-142			
Facilitate Linkage of Classroom & Special Ed.	- 0 -	2,928.00	(2,928.00)
6. Title VIB, PL 94-142 (Bal.)	1,934.90		
Early Childhood Allocation Program	7,500.00	11,618.65	(2,183.75)
7. PL 94-142 Title VIB			
Increasing Effectiveness of Special Ed Teachers	2,950.00	2,950.00	- 0 -
8. PL 98-524 (Bal.)	375.82		
Reprographics in Business Curriculum		72.48	303.34
9. Chapter 2 Block Grant (Bal.)	10,172.33		
Middle School Libraries	9,892.00	17,681.05	2,383.28
TOTAL CARRIED FORWARD 7/1/87	151,177.75	172,064.08	(20,886.33)

SCHOOL ATHLETIC FUND 1987-1988 FINANCIAL REPORT

Receipts		
Balance July 1, 1987	11,327.67	
Football	8,916.50	
Basketball - Boys/Girls	4,284.00	
Wrestling	499.00	
Gymnastics	248.00	
Soccer - Boys/Girls	3,882.00	
Girls Field Hockey	985.00	
Student Fees	9,804.00	
		39,946.17
Expenditures		
Custodians, Officials, Supplies, Transportation, Etc.	15,800.18	
(Funded by Revolving Account Only)		
		15,800.18
Balance July 1, 1988		24,145.99

SCHOOL CAFETERIA 1987-1988 FINANCIAL REPORT

Doris Santaguida
Director of Food Services

Balance July 1, 1987		$ 54,334.00	
Receipts			
Sales	$314,675.00		
State & Federal Aid	55,991.00		
Other Receipts	7,929.00		
TOTAL		$378,595.00	
Expenditures			
Labor	$195,865.00		
Purchases - Food	152,062.00		
Purchases - Supplies	24,415.00		
TOTAL		$372,342.00	
Balance July 1, 1988			$ 60,587.00

TOWN OF WESTFORD

TOWN ACCOUNTANT

TELEPHONE 692-5518

WESTFORD, MASS., January 26, 1989

Honorable Board of Selectmen
Town of Westford
Massachusetts 01886

Honorable Selectmen:

In accordance with the requirements of the Massachusetts General Laws, the Annual Financial Report of the Town Accountant for the Town of Westford, Massachusetts, for the fiscal year ended June 30, 1988 is herewith submitted.

The data represents a fair and accurate presentation of all material aspects of the Town's financial position and results of its operation. Disclosures necessary to enable the reader to gain maximum understanding of the Town's financial affairs have been included.

The report is based on fund, account activity discription from the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue (Schedule A report, where whole dollars are reported).

An audit was completed of the Town's financial records by Melanson, Greenwood and Company, P.A., Certified Public Accountants.

The books of the Town are open for public inspection during normal business hours.

Sincerely,

David Fraser
Town Accountant

DF/lb

TOWN OF WESTFORD

MASSACHUSETTS

ANNUAL FINANCIAL REPORT

PART I - GENERAL FUND REVENUES (FUND 01)

UMAS Account Code #	Description	Amount (rounded)
4110	Personal Property Taxes	236,298
4120	Real Estate Taxe	11,288,395
4142	Tax Liens (titles) redeemed	35,863
4150	M.V. Excise (net of refund)	921,886
4161	Vessel (boat) excise	1,593
4163	Forrest Land	64
4171	Penalty & Interest - Property	94,498
4172	Penalty & Interest - Excise	2,873
4173	Penalty & Interest - Tax Lien	18,090
4191	Hotel/Motel	28,304
4199	Other Taxes - Conveyance Tax Receipts	16,000
	A. Total Taxes	12,643,865
4211	Water Usage Charges	632,674
4221	Other Water Charges	
	Opening Graves	5,759
4244	Parks & Recreation Charges	26,562
4270	Other Charges for Services	14,524
4320	Fees	96,864
4360	Rentals	11,471
4370	Other Departmental Revenues	
	a. Restitution to Town	66,318
	b. Miscellaneous receipts	939
	c. Police False Alarms	
	B. Total Charges for Services	855,111
4410	Alcoholic Beverages Licenses	36,139
4420	Other Licenses and Permits	216,272
	C. Total Licenses and Permits	252,411
4616	Abatement - Elderly	30,511
4667	Veterans Benefit	17,305
	D. Total Federal Revenues	47,816

4680	Local Public Works	46,500	
4690	Local Mandates	10,955	
4699	State Revenue - Other	57,455	
4611	Loss of taxes on State Owned Land	0	
4613	Abatement to Veterans	0	
4614	Abatement to Surviving Spouse	0	
4615	Abatement to the Blind	0	
4616	Abatements to the Elderly	30,511	
4667	Veterans Benefits	17,305	
4668	Highway Reconstruction & Maintenance	72,198	
4670	Additional Assistance	2,132,504	
4671	Lottery, Beano, Charity	371,684	
4672	Highway Fund	43,393	
4676	Non-MDC Communities	0	
4674	Local Share race tax	0	
4698	State Revenue - Lake	0	
	E. Total Revenue from Cherry Sheet	2,667,595	
	F. Total State Revenue	2,725,050	
4695	Court Fines	80,170	
4720	From County for services performed (Care of Dogs)		
	G. Total Revenues from Other Governments		
4750	Special Assessments	23,269	
	H. Total Special Assessments	23,269	
4770	Fines and Forfeitures	1,110	
	I. Total fines and Forfeitures	1,110	
4810	Interest-investment savings, escrow	278,120	
4830	Contributions and donations Roudenbush Community Center	22,468	
	J. Total Miscellaneous Revenues	300,588	
	Other Financing Insurance Fund	223,659	
	K. Total Other Financing	223,659	
4976	Transfer from Trust Funds (Library)	70,153	
	L. Total Interfund Transfers	70,153	
	TOTAL GENERAL FUND REVENUES AND OTHER OTHER FINANCING SOURCES (A - L)		17,175,387

TOWN OF WESTFORD

MASSACHUSETTS

ANNUAL FINANCIAL REPORT

PART II - GENERAL FUND EXPENDITURES & OTHER FINANCING USES (FUND 01)

UMAS Account Code #	Description (object of Expenditure)	Selectmen (122)	Executive Secty (123)
5100	Personal services	3,950	61,208
5200	Purchase of Service	2,939	0
5400	Supplies	13,862	0
5700	Other Expenditures	2,551	
	TOTAL	23,302	61,208
		Revaluation (142)	Finance Comm. (131)
5100	Personal Services	0	1,1814
5200	Purchase of Service	6,750	0
5400	Supplies	0	148
5700	Other Expenditures	110,901	79,997
	TOTAL	111,576	81,959
		Finance Director (133)	Assessors (141)
5100	Personal Services	40,644	80,573
5200	Purchase of Services	19,500	1,978
5400	Supplies	663	5,342
5700	Other expenditures	884	7,490
	TOTAL	61,191	95,383
		Treas./Collector (145)	Law (151)
5100	Personal Services	80,191	32,604
5200	Purchase of Services	8,832	2,153
5400	Supplies	2,624	360
5700	Other Expenditures	28,315	4,538
	TOTAL	119,962	39,655

		Other Support (159)	Personnel Board (152)	Town Clerk (161)
5100	Personal Services	23,566	5,733	42,055
5200	Purchase of Service	0	316	0
5400	Supplies	0	243	573
5700	Other Expenditures	0	1,104	717
	TOTAL	23,566	7,396	43,345

		Other Licences (169)	Election (162)	Registration (163)
5100	Personal Services	10,955	3,524	2,130
5200	Purchase of Service	0	0	7,741
5400	Supplies	0	0	0
5800	Other Capital Outlay	0	0	24,940
	TOTAL	10,955	3,524	34,811

		Conservation Comm. (171)	Planning Board (175)
5100	Personal Services	11,957	12,316
5200	Purchase of Service	13,491	6,340
5400	Supplies	1,255	0
5700	Other expenditures	0	29,619
5800	Other Capital Outlay	1,119	3,600
	TOTAL	27,822	51,875

		Other Development (189)	Zoning Board (176)	Public Property (192)
5100	Personal Services	459	1,941	8,921
5200	Purchase of Service	0	2,047	30,179
5400	Supplies	0	240	35,707
5700	Other expenditures	15	0	25,538
5800	Other Capital Outlay	0	0	58,220
	TOTAL	474	4,228	158,565

		Building Insurance (193)	Town Reports (195)	Other Gen. Govt. (199)
5100	Personal Services	0	0	300
5200	Purchase of Service	0	3,466	2,921
5400	Supplies	0	0	0
5700	Other Expenditures	255,000	8,646	1,333
5800	Other Capital Outlay			1,190,189
	TOTAL	255,000	12,112	1,194,743

		Police (210)	Fire (220)
5100	Personal Services	1,060,743	345,393
5200	Purchase of Service	79,326	4,043
5400	Supplies	64,672	35,858
5700	Other Expenditures	13,918	13,084
5800	Other Capital Outlay	70,147	18,756
	TOTAL	1,288,806	417,134

		Building Insp. (241)	Gas Insp. (242)
5100	Personal Services	50,242	4,356
5200	Purchase of Service	505	0
5400	Supplies	1,458	0
5700	Other Expenditures	5,768	0
	TOTAL	57,973	4,356

		Plumbing (243)	Weights (244)
5100	Personal Services	10,898	1,500
5200	Supplies	0	207
	TOTAL	10,898	1,707

		Electrical (245)	Civil Defense (291)
5100	Personal Services	17,025	0
5700	Other Expenditures	0	2,821
	TOTAL	17,025	2,821

		Dog Officer (292)	Forestry (293)
5100	Personal Services	21,604	100
5200	Purchase of Services	0	27,404
5400	Supplies	2,248	0
5700	Other Expenditures	2,882	0
5800	Other Capital Outlay	0	0
	TOTAL	26,734	27,504

		Highway Admin. (421)	Highway Construction (422)	Snow & Ice Removal (423)
5100	Personal Services	15,455	0	158,291
5200	Purchase of Services	83,821	0	75,817
5400	Supplies	0	0	30,558
5700	Other expenditures	31,120	31,093	80,898
5800	Construction	202,278	0	0
	TOTAL	332,674	31,093	345,364

		Street Lights (424)	Other Highway (429)
5100	Personal Services	0	104,632
5200	Purchase of Services	59,060	38,598
5400	Supplies	0	4,156
5700	Other Expenditures	0	0
5800	Other Capital Outlay	0	53,765
	TOTAL	59,060	201,151

		Street Cleaning (432)	Waste Collection & Disposal (433)	Water (450)
5100	Personal Services	0	0	238,549
5200	Purchase of Services	0	321,808	78,769
5400	Supplies	0	0	113,722
5700	Other expenditures	21,071	528,000	30,169
5800	Construction	0	0	0
5800	Other Capital Outlay	0	1,031,210	468,586
	TOTAL	21,071	1,881,018	929,795

		Cemetery (491)	Health Center (521)
5100	Personal Services	30,604	50,402
5200	Purchase of Services	2,242	790
5400	Supplies	3,887	3,228
5700	Other Expenditures	7,189	2,336
5800	Other Capital Outlay	17,025	0
	TOTAL	60,947	56,756

		Other Health Inspection (519)	Nursing (522)
5100	Personal Service	3,988	17,610
5200	Purchase of Service	10,316	0
5700	Other Expenditures	2,725	0
	TOTAL	17,029	17,610

		Dental Clinic (124)	Council on Aging (541)	Veterans Services (543)
5100	Personal Services	0	4,400	0
5200	Purchase of Services	0	2,778	0
5400	Supplies	0	0	900
5700	Other expenditures	2,872	13,219	32,925
	TOTAL	2,872	20,937	33,825

		Public Assist. (560)	Museum (670)
5100	Personal Services	43,244	1,594
5200	Supplies	749	0
5700	Other Expenditures	1,373	3,895
	TOTAL	45,366	5,489

		Library (610)	Recreation (630)
5100	Personal services	226,971	0
5200	Purchase of services	23,096	28,880
5400	Supplies	0	18,472
5700	Other expenditures	8,914	0
5800	Construction	64,065	16,170
5800	Other Capital Outlay	1,400,523	3,000
	TOTAL	1,723,569	67,522

		Other Cultural and Recreational (699)
5100	Personal Services	65,847
5200	Purchase of Services	15,489
5400	Supplies	5,213
5700	Other Expenditures	11,063
	TOTAL	97,612

		Retirement (911)	Retirement Non-Cobtrib. (911)	Unemploy. Ins. (913)
5100	Personal Services	457,021	235,902	14,832
	TOTAL	457,021	235,902	14,832

		Health Ins. (914)	Life Ins. (915)	Medicare (916)	Accum.Sick (919)
5100	Personal Services	487,361	5,168	25,332	14,458
	TOTAL	487,361	5,168	25,332	14,458

		Retirement Debt Service (710)	Interest (759)
5900	Debt Services	344,455	288,652
	TOTAL	344,455	288,652

	School Revenue	General Fund (a)	School Lunch Fund (b)	Athletic Fund (c)
4340	Tuition	0	0	0
4350	Transpportation	229,056	0	0
4540	Federal Revenue-Direct	0	39,246	0
4580	Fed. Rev.-Thre State	0	16,745	0
4620	State Education Aid	1,428,917	0	0
4630	Construction	80,817	322,965	0
4660	State Aid Other	0	0	0
4800	Miscellaneous	0	0	28,619
	TOTAL	1,738,790	378,956	28,619

Ed Tech	2,906
Lost Book	4,348
C.C.T.A.D.	250
Observe and Analyze	2,787
Incentive	12,190
School Council	35,635
Professional Develop.	38,291
Horace Mann	25,185
Early Education	7,500
Chapter II	9,892
Crocker	900
Critical Thinking	4,166

Special Needs	2,950
Write Way	1,970
Vocational Training	6,008
Title VI	77,910
Title I	9,599
Chapter I	18,871
Drug Free School	6,498
In-Service	760
TOTAL GRANTS	267,646

SUMMARY

TOTAL NON-SCHOOL GENERAL FUND EXPENDITURES

5100	Personal Services	4,170,009
5200	Purchase of Service	971,557
5400	Supplies	339,401
5700	Other Charges & Expenditures	1,436,285
5800	Construction	1,433,116
5800	Other Capital Outlay	3,143,568
5900	Debt Service	633,107
	TOTAL	12,127,043

UMAS Account Code #	School Expenditure	
5100	Personal Services	5,184,326
5200	Purchase of Service	5,169,225
5600	Intergovernment	447,956
5700	Other Expenditures	427,555
5800	Capital Outlay	244,715
	TOTAL EXPENDITURES	11,473,777

UMAS Account Code #		
4620	State Education Aid	1,820,216
4660	State Aid Other	200,185
4700	Other Intergovernmental Rev.	0
4800	Miscellaneous	355,932
4580	Federal Revenue thru State	39,246
4910	Bond	244,400
4970	Transfer	5,318
	TOTAL SCHOOL REVENUE	2,665,297

UMAS Account Code #	Object Description	General Fund
5621	County Assessment Tax	193,145
5634	State Assessment - M.V. Excise	2,879
5636	Elderly Government Retirees	2,850
5639	Mosquito Control Proect	23,206
5640	Air Pollution Control	4,051
5693	Regional Transit Authority	11,439
	TOTAL INTERGOVERNMENTAL ASSESSMENTS	237,570
PART V -	RECEIPTS RESERVED FOR APPROPRIATE	
4300	Charges	13,173
4800	Miscellaneous	71,733
	TOTAL REVENUE	84,906
5700	Other Expenditures	7,125
5960	Transfers	77,993
	TOTAL EXPENDITURES	85,118

PART VI - SPECIAL REVENUE FUNDS

UMAS Account Code #	Object description	Federal Revenue Sharing	State Grants
4500	Federal Revenue	0	0
4600	State Revenue	0	80,253
4820	Earnings on Investment	163	
	TOTAL REVENUES	163	80,253
5960	Transfers to Other Funds	39,680	0
5700	Other Expenditures		60,494
	TOTAL EXPENDITURES	39,680	60,494

		Revolving
4800	Miscellaneous Rev.	4,957
	TOTAL REVENUE	4,957
5960	Transfer to Other Funds	4,400
	TOTAL EXPENDITURE	4,400

PART VII - CAPITAL PROJECT FUNDS

4200	Charges for Services	5,867
5800	Construction	206,530

PART VIII - SPECIAL TRUST FUNDS

UMAS Account Code #	Object Description	
4800	Miscellaneous Revenue	266,483
4820	Earnings	58,770
4970	Transfers In	23,758
	TOTAL REVENUES	349,011
5700	Other Expenditures	213,231
5960	Transfers Out	24,703
	TOTAL EXPENDITURES	237,934

PART IX - AGENCY FUNDS

Fund/Item Description		Balance (a)	Additions (b)	Deductions (c)	Balance (d)
A.	Police Extra Detail	(9,834)	(141,526)	(133,398)	(17,998)
B.	Sales Tax to State	0	0	0	0
C.	Meal Tax to State	0	472	530	58
E.	County Dog License	2,291	4,581	3,830	3,042
G	School Estra Detail	1,476	12,031	13,500	0
H.	Street Betterments	19,372	(1,002)	15,779	34,149
	TOTAL ASSETS				
A.	Due to Town	(9,834)	(141,562)	133,398	(17,998)
B.	Due to State	0	0	0	0
C.	Due to State	0	472	530	58
E.	Due to County Dog Fund	2,291	4,581	3,581	3,042
G.	Due to Town	1,476	(12,031)	13,507	0
H.	Due to Residence	19,372	(1,002)	15,779	34,149
	TOTAL LIABILITIES				

PART X - PERSONNEL EXPENDITURES

A.	Total Salaries and Wages	11,100,154
B.	Total Number of Employees	527

PART XI - DEBT OUTSTANDING, ISSUED, AND RETIRED THIS FISCAL YEAR

Item Descrp.	Outstanding 7/1/87	Issued this fiscal year	Retired this fiscal year	Out-standing 6/30/88	Interest this fiscal year
Water	420,000	110,000	148,905	401,095	25,642
School	376,000	244,400	116,200	504,200	18,013
All other purpose	2,404,350	2,506,000	79,350	4,811,000	244,997
TOTAL	3,200,350	2,860,400	344,455	5,716,295	288,652

PARTXII - CASH AND INVESTMENT ASSETS AS OF JUNE 30, 1986

UMAS Account Code #	Type of Asset	General Fund (a)	Special Revenue Fund (b)	Agency Fund (c)
1040	Cash	2,444,074	221,781	0
1060	Cash-saving (restricted)	0	0	9,755
1160	Investments	3,050,000	0	0
1190	Other Investments	207,205	0	0
	TOTAL	5,940,074	221,781	9,755

PART XIII - TAX RATE (PER THOUSAND) FOR FISCAL YEAR 1986

	General tax rate (a)	School tax rate (b)	Total tax rate (c)
Residential/Open Space	4.10	9.39	13.49
Commercial/Industrial	4.10	9.39	13.49

PART XIV - RECONCILIATION OF FUND EQUITY

	General (a)	Special (b)	Capital (c)	Trust (e)	Total
Balance	7,187,768	105,627	12,200	866,704	8,172,319

PART XVI - RECONCILIATION OF CASH AND CASH DISBURSEMENTS

N/A

PART XVII - EXPENDITURES MADE FROM FEDERAL GENERAL REVENUE SHARING ONLY

	Current Expenditures	
Purpose	Budgeted	Actual
POLICE	39,374	39,374

STATEMENT OF INDEBTEDNESS

FUNDED DEBT	OUTSTANDING JULY 1, 1989	ISSUED	PAID	OUTSTANDING JUNE 30, 1988
General Debt, Inside Limit	2,780,350	2,750,400	195,550	5,315,200
Water Debt	420,000	110,000	148,905	401,095
TOTAL FUNDED DEBT	3,200,350	2,860,400	344,455	5,716,295

FUNDED DEBT: AUTHORIZED, ISSUED AND UNISSUED

DATE AUTHORIZED	PURPOSE	AMOUNT AUTHORIZED	AMOUNT ISSUED	UNISSUED JUNE 30, 1988
ATM 5/9/88 #22	Currosion	150,000		150,000
ATM 5/9/88 #23	Pumping Stn.	300,000		300,000
ATM 5/9/88 #31	Police DP Equipment	69,500		69,500
ATM 5/9/88 #32	Smith Land	60,000	60,000	0
ATM 5/9/88 #10	New Roads	219,500		219,500
ATM 5/9/87	Landfill Closure	1,100,000	1,100,000	
ATM 5/9/87	Byrne Ave.	83,000	83,000	
ATM 5/11/87	Slifer Land	1,163,000	1,063,000	100,000
ATM 5/11/87	Drew Land	1,411,000	200,000	1,211,000
ATM 5/11/87	Water Study	110,000	110,000	
STM 9/21/88	School Roof	244,400	244,400	

MELANSON, GREENWOOD
& COMPANY, P.A.
CERTIFIED PUBLIC ACCOUNTANTS

To the Board of Selectmen
Town of Westford, Massachusetts

We have examined the general purpose financial statements of the Town of Westford, Massachusetts as of and for the year ended June 30, 1988, as listed in the table of contents. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The Town does not maintain records of its fixed assets and, accordingly, a General Fixed Assets Account Group, required by generally accepted accounting principles is not included.

Pension costs are provided on a "pay-as-you-go" basis as discussed in Note 2 to the accompanying financial statements, instead of an actuarial basis as required by generally accepted accounting principles. The amount of such costs under generally accepted accounting principles is not determined at this time.

In our opinion, except for the effects of the items described in paragraphs 2 and 3 above, the general purpose financial statements as listed in the table of contents present fairly the financial position of the Town of Westford, Massachusetts at June 30, 1988, and the results of its operations and, with respect to its nonexpendable trust funds, the changes in financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Melanson, Greenwood + Co.

Nashua, New Hampshire
November 15, 1988

TOWN OF WESTFORD, MASSACHUSETTS

Combined Balance Sheet-
All Fund Types and Account Group

June 30, 1988

ASSETS	Governmental Fund Type			Fiduciary Fund Types	Account Group	Totals
	General	Special Revenue	Capital Projects	Trust and Agency	General Long-Term Debt	(Memorandum Only)
Cash and cash investments	$ 392,743	$ 886,750	$ 1,143,144	$ 883,681	$ -	$ 3,306,318
Investments	3,054,469	-	-	5,934	-	3,060,403
Receivables:						
Property taxes and excises	1,540,114	-	-	-	-	1,540,114
Other	118,999	48,458	-	-	-	167,457
Due from other governments	-	75,395	-	-	-	75,395
Amount to be provided for retirement of general long-term debt	-	-	-	-	5,619,200	5,619,200
Total Assets	$ 5,106,325	$ 1,010,603	$ 1,143,144	$ 889,615	$ 5,619,200	$ 13,768,887
LIABILITIES AND FUND EQUITY						
Liabilities:						
Warrants payable	$ 305,219	$ 70,487	$ -	$ 24,431	$ -	$ 400,137
Accrued payroll	328,549	41,486	-	-	-	370,035
Due to other governments	-	-	-	3,043	-	3,043
Deferred revenue	1,537,314	123,853	-	-	-	1,661,167
Notes payable	-	-	-	-	1,323,000	1,323,000
General obligation bonds payable	-	-	-	-	4,296,200	4,296,200
Total Liabilities	2,171,082	235,826	-	27,474	5,619,200	8,053,582
Fund Balances:						
Reserved for encumbrances	611,100	115,198	-	-	-	726,298
Reserved for expenditures	380,000	-	-	-	-	380,000
Reserved for endowments	-	-	-	359,071	-	359,071
Unreserved:						
Designated	6,717	516,878	1,143,144	281,289	-	1,948,028
Undesignated	1,937,426	142,701	-	221,781	-	2,301,908
Total Fund Equity	2,935,243	774,777	1,143,144	862,141	-	5,715,305
Total Liabilities and Fund Equity	$ 5,106,325	$ 1,010,103	$ 1,143,144	$ 889,615	$ 5,619,200	$ 13,768,887

See accompanying notes to financial statements.

TOWN OF WESTFORD, MASSACHUSETTS

Combined Statement of Revenues, Expenditures and
Changes in Fund Balance -
All Governmental Fund Types and Expendable Trust Funds

For the Year Ended June 30, 1988

	Governmental Fund Types			Fiduciary Fund Types	
	General	Special Revenue	Capital Projects	Expendable Trust	Totals (Memorandum Only)
Revenues:					
Taxes and excises	$ 12,385,339	$ -	$ -	$ -	$ 12,385,339
Local receipts	660,761	184,358	-	-	845,119
Intergovernmental	4,525,599	354,303	-	-	4,879,902
Charges for services	37,764	750,668	-	-	788,432
Interest earnings	281,514	1,299	21,977	33,474	338,264
Other	-	404,084	-	-	404,084
Contributions	-	271,342	-	257,306	528,648
Total Revenues	17,890,977	1,966,054	21,977	290,780	20,169,788
Expenditures:					
General government	938,426	26,560	-	-	964,986
Public safety	1,845,866	167,210	-	-	2,013,076
Education	10,471,385	386,130	232,205	-	11,089,720
Public works & facilities	1,058,563	1,135,508	23,587	-	2,217,658
Human services	963,473	393,805	1,006,173	-	2,363,451
Culture and recreation	471,128	12,882	2,579,350	-	3,063,360
Debt service	633,108	-	-	-	633,108
Intergovernmental	214,070	-	-	-	214,070
Miscellaneous	1,053,290	723	-	213,230	1,267,243
Total Expenditures	17,649,309	2,122,818	3,841,315	213,230	23,826,672
Excess (deficient) of revenues over expenditures	241,668	(156,764)	(3,819,338)	77,550	(3,656,884)
Other Financing Sources (Uses):					
Operating transfers in (out)	183,612	(198,533)	4,914	-	(10,007)
Proceeds of bonds	-	110,000	2,750,400	-	2,860,400
Total Other Financing Sources (Uses)	183,612	(88,533)	2,755,314	-	2,850,393
Excess (deficiency) of revenues and other financing sources over expenditures and other uses	425,280	(245,297)	(1,064,024)	77,550	(806,491)
Fund Balance, beginning, as previously reported	2,915,230	549,229	2,291,783	425,520	6,181,762
Adjustments (Note 8)	(405,267)	470,845	(84,615)	-	(19,037)
Fund Balance, beginning, as restated	2,509,963	1,020,074	2,207,168	425,520	6,162,725
Fund Balance, ending	$ 2,935,243	$ 774,777	$ 1,143,144	$ 503,070	$ 5,356,234

See accompanying notes to financial statements.

TOWN OF WESTFORD
(UNAUDITED)
BALANCE SHEET

June 30, 1988

ASSETS		
Cash		
General	2,444,073.72	
Police Drug Account	9,754.61	
Revenue Cash Investment	3,050,000.00	
Stabilization Fund	221,781.41	5,725,609.74
Accounts Receivable:		
Taxes:		
Levy of Prior Years		
Personal Property	3,214.26	
Levy of 1981		
Personal Property	1,282.27	
Real Estate	7,932.78	
Levy of 1982		
Personal Property	1,085.35	
Levy of 1983		
Personal Property	2,452.08	
Levy of 1984		
Personal Property	615.74	
Levy of 1985		
Personal Property	6,443.94	
Real Estate	8,038.62	
Levy of 1986		
Personal Property	2,759.89	
Real Estate	99,283.14	
Levy of 1987		
Personal Property	4,500.52	
Real Estate	113,619.70	
Levy of 1988		
Personal Property	7,466.69	
Real Estate	644,119.06	902,814.14

LIABILITIES & RESERVES		
Payroll Deductions:		
Group Insurance	44,052.01	
Retirement	25,236.35	69,288.26
Warrants Payable		676,633.38
Overpayments:		
Real Estate Taxes		
Prior Years	5,961.49	
Levy of 1982	7,403.46	
Levy of 1983	7,264.12	
Levy of 1984	4,482.25	25,111.32
Committed Interest		
Levy of 1986	43.61	
Ch. 61B Conveyance	11,849.94	11,893.55
Water		
Added to taxes 1978	49.86	
Deposits for services	9,028.60	9,078.46
Guarantee Deposits:		
Highway Department	14,330.62	
Cory Hill/Evergreen	5,341.06	
Water Department	4,578.56	24,250.24
Gifts:		
Roudenbush Community Center		22,468.00
Trust Fund Income:		
Cemetery	608.59	
Escrow Deposit	21,480.65	22,089.24

Accounts Receivable:		
Taxes:		
Motor Vehicle Excise		
Levy of Prior Years	59,535.70	
1981	7,410.73	
1982	9,038.96	
1983	17,180.27	
1984	13,508.33	
1985	15,378.91	
1986	20,754.63	
1987	65,093.12	
1988	291,365.91	491,266.56
Special Assessments:		
Street Betterments		
Original Betterments	18,800.64	
Unapportioned	52,795.73	
Added to taxes		
Prior Years	1,252.12	
1981	63.23	
1982	273.61	
1983	51.69	
1984	163.68	
1985	7.62	
1986	1,344.75	
1987	255.72	
1988	924.84	75,933.63
Committed Interest		
Added to taxes		
Prior Years	14.89	
1981	32.23	
1982	18.57	
1983	24.88	
1984	107.37	
1985	29.80	
1987	154.49	
1988	441.01	823.24

Grants:		
PL 94-142 Critical Think	737.49	
PL 94-142 Voc Trng.	22.03	
PL 874	349.42	
PL 98-524	477.35	
PL 98-377	1,486.00	
C.D.C.T.A.D	250.00	
Process Writing	1,490.00	
School Art Council	45.33	
Professional Develop.	15,419.95	
Improv. Consult.	10,927.80	
Chapter II	2,383.28	
Horace Mann	1,157.50	
C.O.A.Coordinator	6,500.00	
Elder Affairs	3,796.49	
Arts Lottery Fund	1,238.05	
Drug Free School	5,510.68	
E.O.C.D Admin.	6,262.50	
E.O.C.D Personnel Mgt.	4,500.00	62,553.87
Revolving Funds		
Perpetual Care-Cemetery	2,250.00	
Sale of Cemetery Lots	35,540.39	
Memorial Book Fund	755.20	
Right to Know Law	1,217.85	
School Cafeteria	60,587.18	
School Athletics	24,145.99	
Lost Books & Locks	3,675.42	
Recreation	590.77	
Police Drug Investigate	9,754.61	138,517.41
Appropriation Balances:		
Revenue (General)	1,763,745.34	
Water (Const & Ext)	110,620.02	1,874.365.36

TOWN OF WESTFORD
(UNAUDITED)
BALANCE SHEET

ASSETS			LIABILITIES & RESERVES		
Special Assessments:			Investment Funds:		
Special Taxes			Stabilization Fund		221,781.41
Farm Animal Excise	5,404.56				
Boat Excise	1,118.98		Overestimates 1988		
Classified Forest Land	1,266.97	7,790.51	State		
			Special Education	3,500.00	
Tax Title & Possession					
Title	201,698.87		County		
Possession	5,294.77	206,993.64	County tax	4,116.20	
			Mosquito Control	1.00	7,617.20
Departmental					
Highway	380.70		County dog taxes		3,043.00
Cemetery	167.00				
Veterans Services	37,472.87	38,555.24	Principal & Interest		
			on Loans		2,208.90
Water					
Rates & Charges	38,555.24		Reserve Receipts:		
Services & Misc A/R	15,238.64		Highway		106,184.80
Interest	314.41				
Liens Added to taxes			~~Reserve Fund~~		
Prior Years	122.35		~~Overlay Surplus~~		~~135,602.27~~
1976	154.97				
1977	152.59	54,538.20	Loan Authorized - Unissued		2,050,000.00
Loan Authorized		2,050,000.00	Overlay & Reserved for Abatement		
			Levy of Prior Years	4,031.50	
Revolving Funds:			1981	9,215.05	
			1982	2,587.84	
Police Extra Detail		2,690.87	1983	4,359.58	
			1984	7,097.99	
Aid to Highway		75,395.06	1985	19,482.56	
			1986	109,043.03	
			1987	109,973.77	
			1988	70,410.06	336,201.38

TOWN OF WESTFORD
(UNAUDITED)

BALANCE SHEET
June 30, 1988

ASSETS			LIABILITIES & RESERVES		
Overdrawn Accounts:			Revenue Reserved Until Collected		
Medicare P/R Deductions	209.10		Water	45,459.74	
Reserv. Adjust A/R	419.48		M.V Excise	499,266.56	
School PL 89-313	2,800.00		Farm Animal Excise	5,404.56	
School PL 94-142 Main A/C	15,785.08		Class. Forest Land	1,266.97	
School PL 94-457	1,408.49	20,622.15	Special Assessments	30,714.81	
			Boat Excise	1,118.98	
Over/Under Estimates - 1988			Departmental	38,020.57	
			Aid to Highway	75,395.06	
M.V. Excise bills	1.50		Tax Title Revenue	206,993.64	903,640.89
Regional Transit	898.50	900.00			
			Street Betterments		34,148.51
Revenue 1988 - 1989		18,460,211.03			
			Library Trust Accounts		8,961.62
					8,027,185.69
			Surplus Revenue - General		~~1,892,083.42~~
			Surplus Revenue - Water		142,700.75
			Appropriation Control 1988 - 1989		19,341.186.00
		28,121,609.34			28,121,609.34

TOWN OF WESTFORD

CITIZEN ACTIVITY APPLICATION FORM

Good Government Starts With You

If you are interested in service on a Town committee, please fill out this form and mail to the Executive Secretary, Board of Selectmen, Town Hall, Westford, MA 01886. The filling out of this form in no way assures appointment. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date_____

Name_____ Home Telephone_____

Address_____

Amount of Time Available_____

Interest In What Town Committee_____

_____

_____

Present Business Affiliation and Work_____

_____

Business Experience_____

_____

Education or Special Training_____

_____

Date Appointed Town Office Held Term Expired

_____

_____

Remarks_____

_____

_____

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TOWN OFFICES

Offices open Monday through Friday

All Offices in Town Hall	8:00 a.m. - 4:00 p.m.
Cemetery Department Fairview Cemetery Office	7:00 a.m. - 3:30 p.m.
Fire Department 51 Main Street Office Hours	7:00 a.m - 4:30 p.m.
Housing Authority 65 Tadmuck Road	9:00 a.m. - 1:00 p.m.
J.V. Fletcher Library 50 Main Street	Mon - Thurs 10:00 a.m. - 9:00 p.m. Friday 1:00 p.m. - 5:00 p.m. Sat (Labor day - June) 10:00 a.m - 1:00 p.m. Sunday (January - April) 1:00 p.m. - 5:00 p.m.
Police Department 53 Main Street Office Hours	9:00 a.m. - 5:00 p.m.
Roudenbush Community Center 65 Main Street Office Hours	8:30 a.m. - 4:30 p.m.
Water Department 63 Forge Village Road	8:00 a.m. - 4:00 p.m.